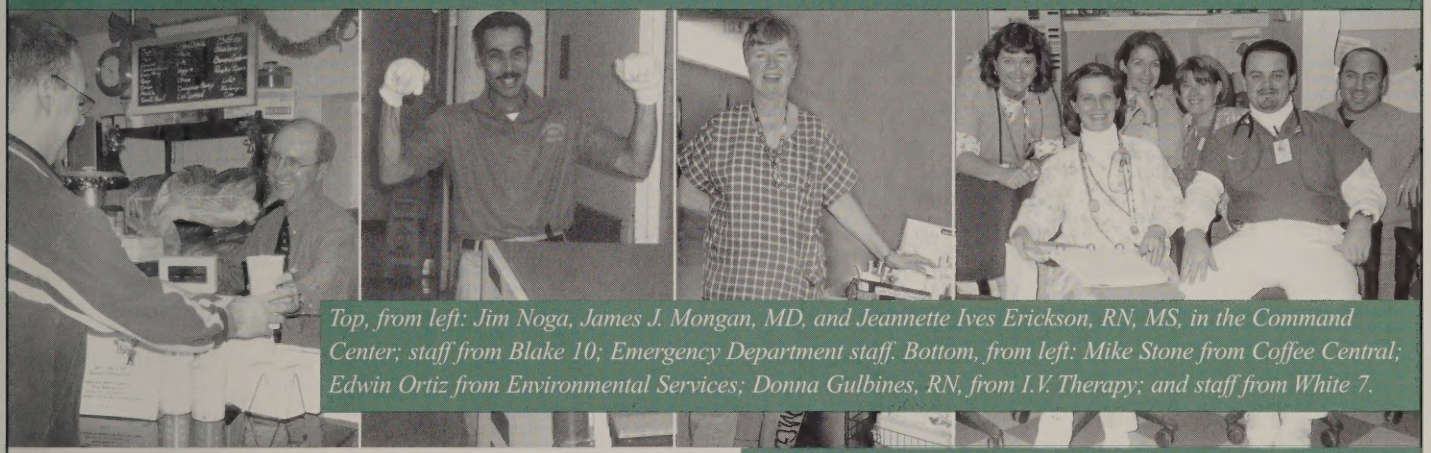
January 10, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Celebrating New Year's Eve at the MGH



Top, from left: Jim Noga, James J. Mongan, MD, and Jeannette Ives Erickson, RN, MS, in the Command Center; staff from Blake 10; Emergency Department staff. Bottom, from left: Mike Stone from Coffee Central; Edwin Ortiz from Environmental Services; Donna Gulbines, RN, from I.V. Therapy; and staff from White 7.

Millennium baby arrives at the MGH

Gustavo Anthony Carbajal surprised his parents Jan. 1 by arriving in this world six weeks early. Apparently, little Gustavo had a mission to be the first baby born at the MGH in the new millennium. Ana Carbajal's bundle of joy arrived at 3:10 am on New Year's day.

Transition into the new millennium declared problem-free

As the clock struck midnight Dec. 31, not much changed at the MGH. Nurses made their rounds. Doctors checked in on patients. Environmental Service staff prepared patient rooms. The only difference was that a new millennium had begun.

Extra staff members were on hand to help usher the hospital into the year 2000. Information Systems (IS) staff were ready to deploy in case of any Y2K-related incidents. Security officers were in place for emergencies. Nutrition Services staff stayed after hours to serve food and drinks to the late shifts. Additional Emergency Department personnel were available to help with the expected increase of emergencies related to First Night revelers.

But the transition into the new millennium went off without a hitch — free of ominous Y2K problems and with fewer than expected admissions. "There were no notable disruptions during the Y2K weekend," says Jim Noga, chief information officer and Y2K coordinator. "Everything went well because of the collective participation of all departments throughout the hospital to make

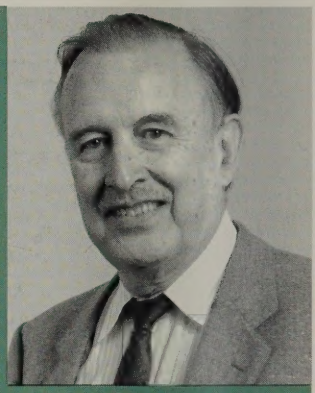
(Continued on Page 3)

Memories of the MGH

Amid the thousands of employees and patients who travel the corridors of the MGH every day, there are a handful who remember what life was like at the hospital in earlier days. One of them is Guillermo Sanchez, MD, of the Department of Medicine and co-chair of the MGH Archives Committee. He came to the United States from Guatemala to attend Harvard College and Harvard Medical School and began his work at the MGH in 1949.

"The hospital today is much larger, with much better patient facilities than when I came here," he says. "Back then, there were open wards. Now patients have more privacy and can feel much more comfortable when they are here."

This 50-year veteran says that extraordinary advances in medicine, new drugs and treatments and the wealth of information available to doctors and patients have combined to improve patient care immeasurably. Yet despite these strides in care, the challenges involved with paying for these services has effected the health care system. "Years ago, doctors had closer, more personal relationships with their patients, and they made decisions about care together. But costs of care were mounting so rapidly that there was no choice than to let business people call many of the shots. Today, doctors must make decisions about a patient's care based on what managed care agencies say they can and cannot do. Patients are required to choose their doctor based on a list of 'network' doctors from their insurance company, and doctors refer their patients to those who are in the same network."



Guillermo Sanchez, MD

He also says that the demands on doctors today are greater than 50 years ago. This increased stress has affected the relationships among medical staff. "Back in the 1950s, doctors, residents and interns would go on their rounds and then all go down to the cafeteria to eat lunch together. Nowadays, house staff are much more structured. They attend many more lectures. Today they are treating sicker patients, and they must learn about the sophisticated equipment and monitoring systems that are used routinely," he says. "While the training program here is excellent, the changes in medical education have made life at the MGH more complex for residents."

As better ways to treat patients are discovered, the hospital and the care delivered in it will continue to evolve. And along with the advances in medicine, there has been more of a focus in recent years on primary care. Similarly, greater emphasis is being placed on patient-doctor relationships — more the way it was when Sanchez first became a physician.

Harvard Pilgrim Health Care placed into receivership

The Commonwealth of Massachusetts placed Harvard Pilgrim Health Care (HPHC) into receivership Jan. 4 to try to help stabilize the ailing health maintenance organization. This move is intended to ensure that the 1.3 million members of HPHC continue to receive care and coverage.

The state's decision, prompted by higher-than-expected losses reported by HPHC, requires that State Insurance Commissioner Linda Ruthardt oversee HPHC financial operations. HPHC represents a significant amount of volume throughout the Partners system and provides health insurance to many MGH employees.

According to a memo from Samuel O. Thier, MD, president and CEO of Partners, the hospitals throughout the system will be monitoring the situation closely to make sure all patient care and financial interests are met. "The first and most important thing to note is that there will be no interruption in the care we provide to our patients," says Thier. "It also is important to note that our employees who are members of HPHC will continue to receive coverage. Finally, as this situation unfolds, we are taking every possible action to ensure that reimbursement for ongoing care is maintained at the current level."

HPHC represented 6.1 percent of total inpatient discharges at the MGH in fiscal year 1999. Last year, approximately 8.5 percent of MGH employees were HPHC subscribers.

For more information about the receivership, call (888) 860-6277 and ask for the Attorney General's Insurance Hotline.

—Transition into the new millennium

(Continued from Page 1)

the transition run smoothly. This was an unusual set of circumstances, but it was not unusual to have everyone come together for a common goal."

Noga and other staff were stationed in the Y2K command center on Bulfinch 2 from noon Dec. 31 to noon Jan. 3 to receive Y2K updates from departments, trouble-shoot any problems and monitor national and international Y2K activities. New Year's celebrations in other time zones signaled that there would be few, if any, Y2K-related problems, but staff at the MGH were ready just in case.

IS staff proactively tested software to ensure that all computer systems worked properly. Biomedical Engineering and Facilities staff tested medical equipment and internal systems as well. On the patient units, nurses stations were stocked with flashlights and back-up equipment in case of power outages.

As the full staff returned Monday, Jan. 3, they found no visible signs of the predicted Y2K problems. Most everyone involved with the Y2K preparations felt that the months of planning will prove useful even after the calendar rollover.

"I think this was a very important effort far beyond Y2K," says Jeffrey Cooper, PhD, director of Biomedical Engineering. "Preparing for the unknown got all of us to become a closer-knit team. We analyzed and upgraded our systems and contingency plans to be prepared for the worst. I think that we now are much better prepared for any real disaster that might come our way. As much work as it was, I think that together we turned the Y2K problem into a great opportunity."

For those who were at the hospital that night, the camaraderie and staff support were evident. "I think that everyone worked hard on behalf of our patients and our employees," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "I saw exceptional teamwork throughout the institution, and I can't imagine better people to be with on New Year's Eve."

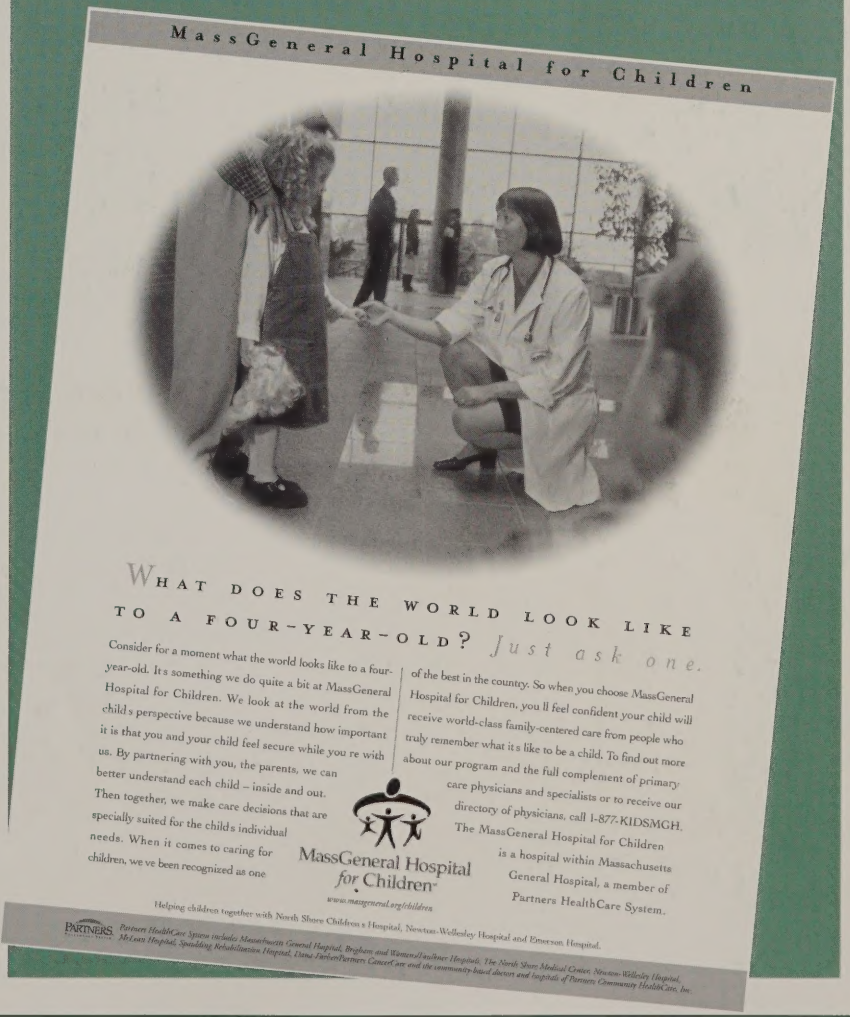
During the next few weeks, IS, Telecommunications, Biomedical Engineering and Facilities will continue to monitor systems for any problems, but for the most part, the MGH has been declared Y2K successful. "I am very grateful to the entire MGH staff for all of their hard work getting ready for this one significant moment," says Noga. "It truly is a testament to the excellence of the staff, employees and volunteers of this hospital." ●

Celebrating MassGeneral Hospital for Children

As of Jan. 1, the MGH Pediatrics Department has changed its name to MassGeneral Hospital for Children. This name change is meant to better convey to the public that the MGH has a specialized children's hospital within its world-renowned general hospital.

A multi-media awareness campaign has been launched to reaffirm the program's mission to provide excellent, state-of-the-art, personalized, family-centered care. Full-page advertisements (see below) are appearing in the *Boston Parents Paper* and the zoned editions of the *Sunday Boston Globe* throughout the year. Radio advertisements also are being aired on many local stations. In addition, a new web site will be launched, and multiple communications will be initiated with referring community physicians.

To celebrate the program's new identity, MassGeneral Hospital for Children will host a celebration for patients, family and staff Jan. 13, 3:30 to 5:30 pm in the WACC lobby, including refreshments, entertainment and a special dedication ceremony.


MassGeneral Hospital for Children
WHAT DOES THE WORLD LOOK LIKE TO A FOUR-YEAR-OLD? Just ask one.
Consider for a moment what the world looks like to a four-year-old. It's something we do quite a bit at MassGeneral Hospital for Children. We look at the world from the child's perspective because we understand how important it is that you and your child feel secure while you're with us. By partnering with you, the parents, we can better understand each child – inside and out. Then together, we make care decisions that are specially suited for the child's individual needs. When it comes to caring for children, we've been recognized as one of the best in the country. So when you choose MassGeneral Hospital for Children, you'll feel confident your child will receive world-class family-centered care from people who truly remember what it's like to be a child. To find out more about our program and the full complement of primary care physicians and specialists or to receive our directory of physicians, call 1-877-KIDSMGH.
MassGeneral Hospital for Children
The MassGeneral Hospital for Children is a hospital within Massachusetts General Hospital, a member of Partners HealthCare System.
www.massgeneral.org/children
Helping children together with North Shore Children's Hospital, Newton-Wellesley Hospital and Emerson Hospital.
PARTNERS
Partners HealthCare System includes Massachusetts General Hospital, Brigham and Women's/Faulkner Hospitals, The North Shore Medical Center, Newton-Wellesley Hospital, McLean Hospital, Spaulding Rehabilitation Hospital, Dana-Farber/Partners CancerCare and the community-based doctors and hospitals of Partners Community HealthCare, Inc.

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Please recycle *Hotline* in any white paper recycling box.

MGH HOTLINE

WHAT'S HAPPENING

Urgent need for platelets

The MGH Blood Donor Center has an urgent need for platelet donations. Donors must make appointments by calling 6-8165 or 6-8171. The Blood Donor Center anticipates that this need will continue for the next two weeks.

Weight management class

The MGH Nutrition Service is offering its 10-week weight management class "Winning at the Losing Game." Classes meet Tuesdays, 5:15 to 7:30 pm, beginning Jan. 25. The class includes nutrition education, an exercise program supervised by a physical therapist and behavioral modification to assist with lifestyle changes. The class costs $225 for MGH employees. To register, call 6-2779.

Susan and Arthur Durante Award

The second annual Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients will be given in April. The award recognizes nonphysician staff, including nurses, patient care associates, social workers, secretaries, dietitians, X-ray technicians and ambassadors. Award recipients will receive $1,000 for activities to promote their personal relaxation and respite. Nomination forms — which are available on patient care units, at the Gray and Cancer Center information desks and in the Cancer Resource Room — may be submitted by employees, managers, patients and families until Jan. 26. For more information, call 4-7306 or 4-3118.

Cutaneous Biology Research Center seminar

The Cutaneous Biology Research Center will offer "Novel functions for the $\alpha 6\beta 4$ integrin in epithelial and carcinoma cells," Jan. 10, 4 pm, seventh floor auditorium of CNY Building 149. The seminar is presented by Arthur Mercurio, PhD, of the Department of Medicine, Beth Israel Deaconess Medical Center. For more information, call 6-4183.

MGH Cancer Center HOPES seminars

The MGH Cancer Center HOPES (Helping Our Patients/Families through Education and Support) Program will present educational seminars for patients, families and MGHers. On Jan. 13, "Understanding Hospice as a Choice," facilitated by Sheryn Dungan, MSW, and Connie Dahlin, RNCS, MSN, of MGH Palliative Care, will be offered, 1 to 2 pm. On Jan. 19, "Coping with Fears of Death: Spiritual Resources," facilitated by Michael McElhinny, SM, of the MGH Chaplaincy, will be offered, noon to 1 pm. All seminars are held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Clinical Research coordinator training session

The Clinical Research Program is sponsoring "Conducting Clinical Research Studies" presented by Lorraine Ellis, Feb. 10, 8:30 am to 5 pm at 185 Charles River Plaza, second floor, room 105. This program includes instruction in the drug development process, the roles and responsibilities of the research staff, the study initiation process, ongoing study activities, closing a study and FDA audits. This course is best suited for coordinators with less than six months experience. Registration starts at 8 am. For more information, call 4-2900

Performance to benefit AIDS research

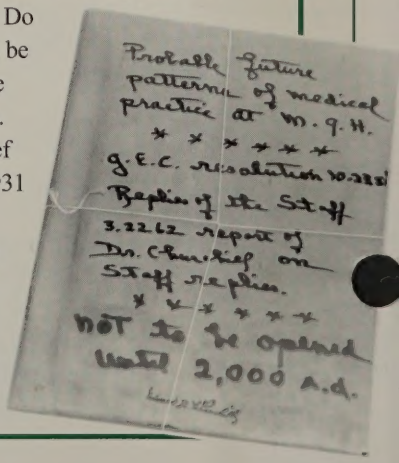
The opening night performance of "WIT," Feb. 1, 8 pm, at the Wilbur Theater in Boston, will benefit The David Brudnoy Fund for AIDS Research at the MGH, among other organizations. WIT is a Pulitzer Prize-winning play about a professor who has been diagnosed with a life-threatening illness. The performance, which stars Emmy-Award winner Judith Light, will be preceded by a reception and silent auction from 6 to 7:30 pm at Aria restaurant and followed by a question and answer session with cast members and two physicians. Tickets for the event are $150 ($62.50 is tax-deductible) per person and must be reserved by Jan. 21. For more information, call 4-6435.

Communication seminar

The Employee Assistance Program will offer "Building Healthy Relationships: Communication Differences Between Genders," Jan. 13, noon to 1 pm in the Wellman Conference Room. This workshop, presented by David Danzig, LICSW, will explore differences in communication styles between men and women. For more information, call 6-6976.

Unwrapping the past

A special time capsule, which has been safeguarded in the MGH archives for 48 years, will soon be opened. A book, which is wrapped in brown paper and sealed with wax, displays the message "Probable future patterns of medical practice at the MGH ... Do not open until 2000 AD." It will be opened at the General Executive Committee (GEC) meeting, Jan. 12. Edward Churchill, MD, chief of Surgery at the MGH from 1931 to 1962, compiled the book in 1952 and sealed it in 1962. The Jan. 21 issue of *Hotline* will include details about what is found in this intriguing artifact.



MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
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by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

January 14, 2000

MGH HOTLINE

SPECIAL EDITION

Reflections on a millennium

The arrival of the year 2000 offers an opportunity to reflect on the past, evaluate the present and look to the future. In health care, so much progress has been made — mostly in the last two centuries. The Massachusetts General Hospital has been at the forefront of much of this progress.

Health care a thousand years ago, at the beginning of the last millennium, even at its best, was a mixture of equal parts torture and superstition. It was not until 1821 — well into the final quarter of the millennium — that MGH opened its doors. It came on the scene at a time in history when change was about to surge forward at an unprecedented velocity. From its inception, the hospital has played an important role on the noble stage of human progress.

That role could not have been possible without the unflagging efforts of thousands of unsung heroes and heroines, working day by day, step by step, fiercely dedicated to the quest for knowledge and the relief of human suffering.

This special issue of *Hotline* is dedicated to those individuals, both past and present, who have contributed so much to the furthering of the MGH mission — to provide the highest quality care while advancing research and educating future leaders in the health care profession.

Hearts and minds together: patient care

Never in history has so much progress in the medical field been made as in the past two centuries. And MGH caregivers — supported by a variety of technicians, researchers, administrators and support staff — have led the way in providing the highest quality of care to patients regardless of their ability to pay.

The foundation of patient care at the MGH reaches back to 1810 when a need for a hospital "for the reception of lunatics and other sick persons," was specified in a letter to the wealthy citizens of Boston. At that time, Boston had no hospital. Its medical facilities consisted of a quarantine station, a dispensary and an almshouse for petty criminals and "the deserving poor."

An early photo from the MGH Children's Service, now the MassGeneral Hospital for Children.

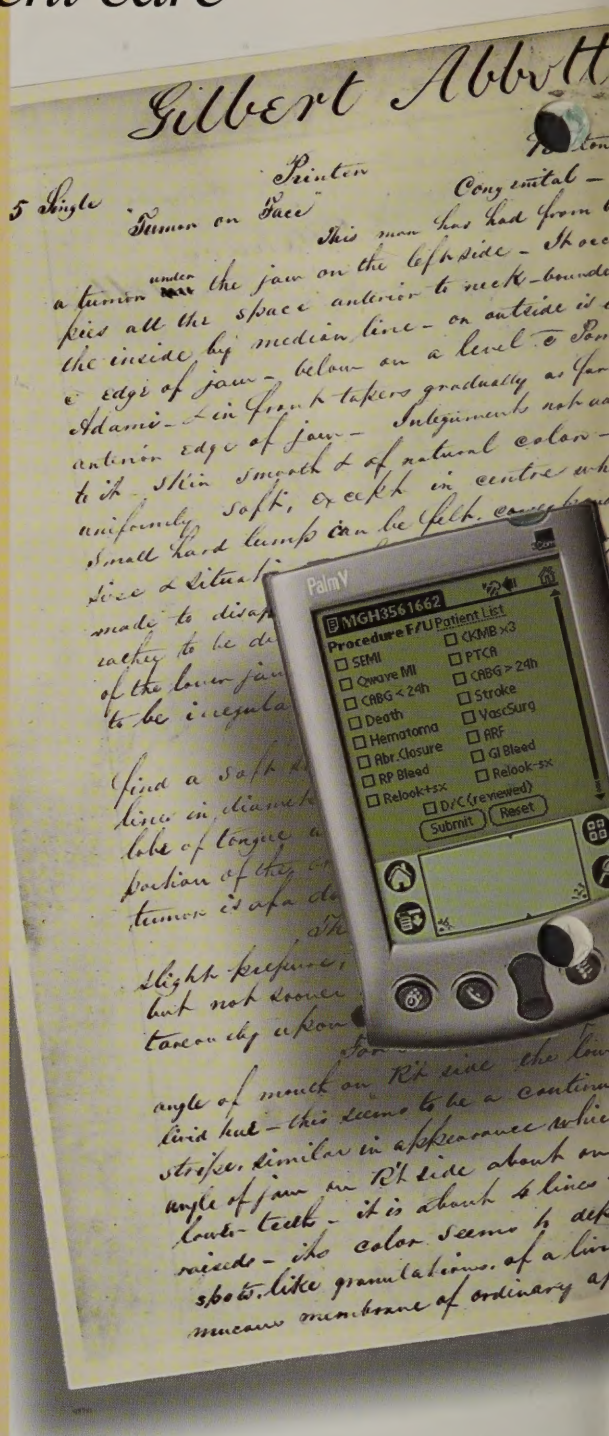
After several attempts at fund-raising campaigns, enough money was raised to erect what is now known as the Bulfinch Building, which still stands as a tribute to more than 175 years of medical history. The first patient was brought to the MGH Sept. 3, 1821. By that first year's end, 122 patients had been admitted.

Since then, the physicians, nurses and support staff of the MGH have toiled to bring comfort to those who have come through the hospital's doors. And while tending to the ill and the injured, medical pioneers at the MGH have set the standard for the care of many types of diseases and ailments. These efforts have not been lost on the rest of the world. The MGH has achieved a reputation for leading the way in providing exceptional care to patients.

It is here that such discoveries have been made to ease pain, cure illness and prevent disease: the first use of ether as an anesthetic; the first use of X-ray images in the United States; proton beam therapy to treat tumors; the first successful reattachment of a severed limb; the first long-term storage of human blood; the creation of artificial skin to treat burn victims; and discovering genes responsible for Huntington's, Parkinson's and Lou Gehrig's diseases.

This hospital was born at a time when smallpox, malaria and typhoid plagued a nation in its youth. While medicine has effectively tackled these problems, today cancer and AIDS continue to baffle the best scientific minds. Inspired by the quest for answers, MGHers continue to display the qualities of innovation, courage, fortitude and compassion that are needed perhaps now more than ever.

With clear vision, warm hearts and professional skills, those who work at this remarkable hospital collectively pave the way to finding and delivering the best care and treatment. Fully engaged, the men and women of the MGH continue to build upon an important legacy — providing the outstanding patient care that has become the hallmark of this institution.



***HOTLINE* HEADLINES: MGH NEWS FROM THE LAST DECADE**

MGH and BWH join to form Partners HealthCare System • Collaboration creates new Center of Excellence in Women's Health • New orde again lead list of NIH grant recipients • MGH implements a new public transportation subsidy program • Pamela J. Ellis Memorial Sc rial modernization • Leadership focuses on Operations Improvement • MGH women faculty honored • Office of Women's Careers cele tes talks about the future • MGH secretaries saluted • Research program offers training for minority students • MGH wins patient satisfactio joins Partners HealthCare system • MGH AIDS research to be featured on NOVA • New Spine Tumor Clinic dedicated at the MGH • New awards • Domestic violence victims remembered at the MGH • Partners completes affiliation with Faulkner Hospital • Anticipated cance England's first living related donor lung transplant • North Shore Medical Center to become third Partners affiliate • New OB program b

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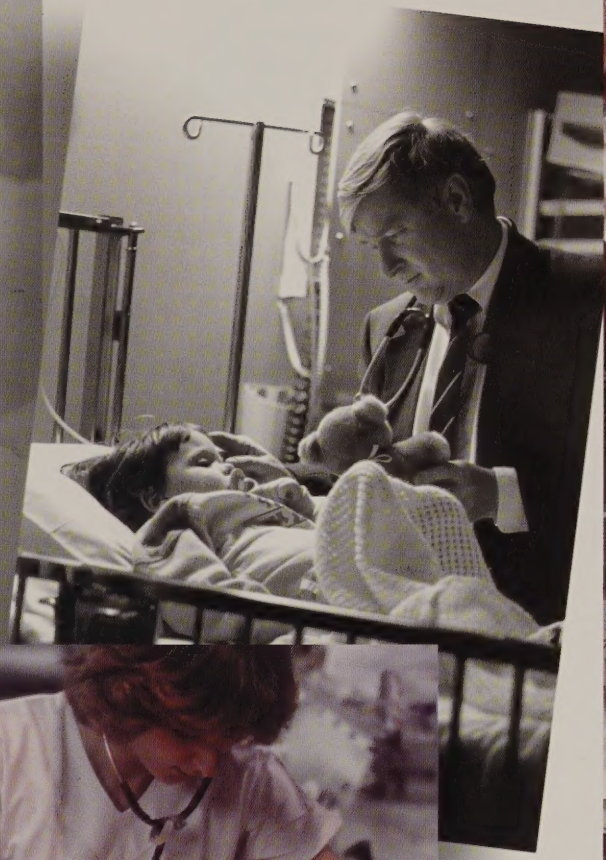
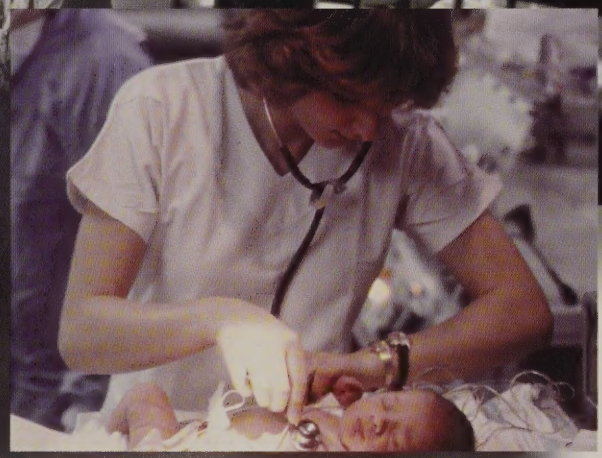
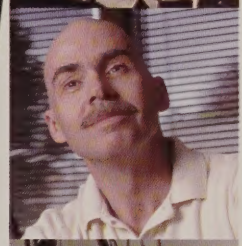
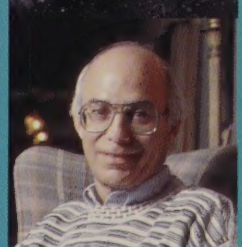








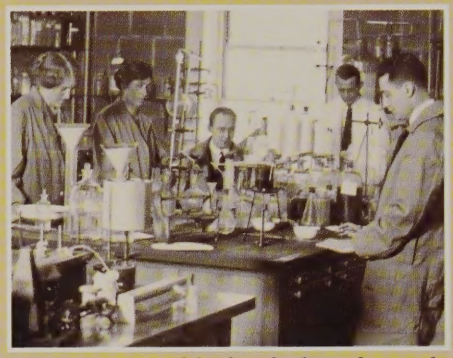
From left: The handwritten record of Gilbert Abbott, the patient involved in the famous ether demonstration; the hand-held computer — the future of medical record technology; a collage of nurses from the past to the present; a few of the many MGH patients and their caregivers.

entry technology comes to the MGH • MGH Gillette Center for Women's Cancers opens • Partners institutions Awa inner announced • MGH celebrates Children and HealthCare Week • MGH leads Charles Street T station ne-yea anniversary • Boston marathoners raise money for MGH Pediatric Cancer Program • Nursing leadership survey • MGH *Hotline* goes online • New MGH imaging facility opens in Chelsea • Newton-Wellesley Hospital Cancer Center to encourage collaboration among Harvard institutions • The MGH wins 1999 Consumer Choice clinical trial begins in Boston • Twins born at the MGH saved by new procedure • MGH surgeons perform New gs the hospital to the home • 50th Ether Day celebration • Study shows anti-stroke medication is underused

Vital to the MGH mission: Research and education

At the beginning of the 19th century, when the MGH was founded, medical research and teaching were crude, to say the least. Despite the poor outcomes experienced by most patients, few physicians had the curiosity or initiative to search for new treatments or question the wisdom of the day. Medical education involved attending a couple of semesters of lectures followed by apprenticeship to a practicing physician. Harvard Medical School, founded in 1782, followed this same model and like similar institutions of the time, had virtually no admissions requirements.

The basic principles of modern medicine were developed during the 19th century. Understanding the concepts of sanitation and infection and acceptance of the germ theory made a significant difference in the course of disease. The discovery of anesthesia and the demonstration at the MGH of its use for the relief of surgical pain — among the first of the hospital's many scientific milestones — allowed surgery to evolve from a brutal last resort to a careful discipline. Toward the century's end, open-minded physicians were investigating the physiologic basis of illness and starting to understand how a healthy body functions.



Ward 4 was one of the first facilities designed for the testing of new therapies on patients.

Organized research efforts of the type that are now so familiar began appearing around the turn of the century. The MGH's first pathology laboratory was established in 1898, expanding knowledge of the mechanisms behind several diseases. Dedicated clinical research facilities first appeared in 1917 for the medical service and in 1922 for the surgical service. In 1925, the famous Ward 4 opened in the Bulfinch Building, dedicated to the study of metabolic disease, and during that same year the hospital opened one of the first multidisciplinary clinics for the treatment and study of cancer. From those early beginnings, research at the MGH has grown to the point where the hospital is the largest research institute of its kind in the country.

Medical education also saw a revolution of sorts in the late 19th and early 20th century. Harvard Medical School's curriculum underwent a complete change, resulting in a more rigorous, scientifically based course of study. At the MGH, the position of "house pupil" evolved from one filled by medical students under close supervision to the familiar residency system of today. Now graduates of MGH training programs are leaders in every medical field at institutions around the world. The hospital also led the way in educating nurses and other health professionals, a legacy that continues in today's Institute of Health Professions.

The explosion of medical and scientific knowledge in the 20th century was unprecedented. Few of the past century's discoveries could have been predicted in 1900. Physicians may have dreamed that such scourges as smallpox, polio and tuberculosis might be controlled or eradicated, but few likely expected such accomplishments within their children's lifetimes.

The molecular and genetic discoveries that are the basis of today's medical research were not imagined 100 years ago. Conversely, the mid-century's confidence that infectious diseases had been conquered by antibiotics and vaccines proved premature with the development of resistance and the emergence of AIDS.

No matter what accomplishments and challenges the 21st century may bring, the dedicated people of the MGH — physicians, researchers, students, residents, health professionals and others — are sure to continue the hospital's record of leadership, taking medicine and science across frontiers unimaginable at the dawn of this new millennium.

Memorial Secretarial Award winner announced ahead with new initiatives • Research program • MGH receives trauma center reverifica named for star nurse Stephanie Macaluso, RN • Testosterone can benefit men with AIDS was mutation may provide key to disease process • MGH proton beam therapy gives family new technology speeds radiology results • MGH Cl

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From left: In 1886, Walter James Dodd, MD, made the first X-ray images in the United States at the MGH; an early lecture in the Ether Dome; a present day researcher at the MGH; a modern 3-D image of a human pelvis showing the kidneys and urinary system; and the 1999 orientation for interns and residents.

NIH grant to study AIDS wasting syndrome in women • MGH Cancer Resource Room opens at new location • Diversity effort moves
ffers training for minority students • Boston Evening Medical Center joins MGH • MGH IHP toasts graduating class and 20th anniversary
Ex ed program helps patients access affordable health insurance • Free cancer screenings for low-income women • Award
MG Revere CARES receives White House endorsement • A history of care: The 20th anniversary of the MGH Family Care Program
g syndrome • Partnerswide online medical records to begin at MGH site • Prince Andrew visits the MGH • New Alzheimer's associated
Minimally invasive therapy shapes a new world of medicine • Mass. Hospital Association honors MGH for 75 years of membership
ope • MGH Backup Child Care Center ready to play • MGH team performs minimally invasive kidney donation procedure • New
lsea and MGH Revere initiate Partnerswide filmless radiology system • Imaging studies reveal process of verbal memory formation

The backbone of the hospital — its people

The responsibility of maintaining the status of the MGH as one of the greatest hospitals in the nation — and the world — falls equally on the shoulders of all of its employees, from the most distinguished clinician and accomplished scientist to administrative and support personnel working hard behind the scenes. The daily foundation of success is laid by often faceless and unsung workers, while distinguished, more visible leaders pave the way. Indeed, dedication and effort are found at every level of this great institution. MGH's Ether Day rosters show clearly that loyalty is strong as well.

But the faces pictured on these pages and the thousands more they represent are not isolated individuals whose efforts quickly fade like the proverbial cry in the wilderness. Rather, they are a team who together accomplish great and lasting progress that ripples through society in waves of hope and goodness. A physician who performs open-heart surgery uses techniques developed and perfected by countless others. A pediatrician who authors a book to guide parents through today's health care maze relies on the knowledge and experience of an institution. The research team that breaks through to a new understanding of genetic mechanisms does so by building on the work of scientists before them.

But the experience and knowledge of an institution is no more important than the attitudes of dedication, compassion and humanity exhibited every day at every level — including by those who don't need a command of medical knowledge to do their jobs. The dietitian who makes it a point to donate blood as often as possible. A researcher who takes the time to mentor a high school student interested in a career in health care. The receptionist who remembers patients and calls them by name. The social worker who seems like a guardian angel to an anxious patient. The nurse who is inspired to run a marathon to help a young cancer patient. The facilities worker who takes classes to further his education so he can advance personally and professionally.

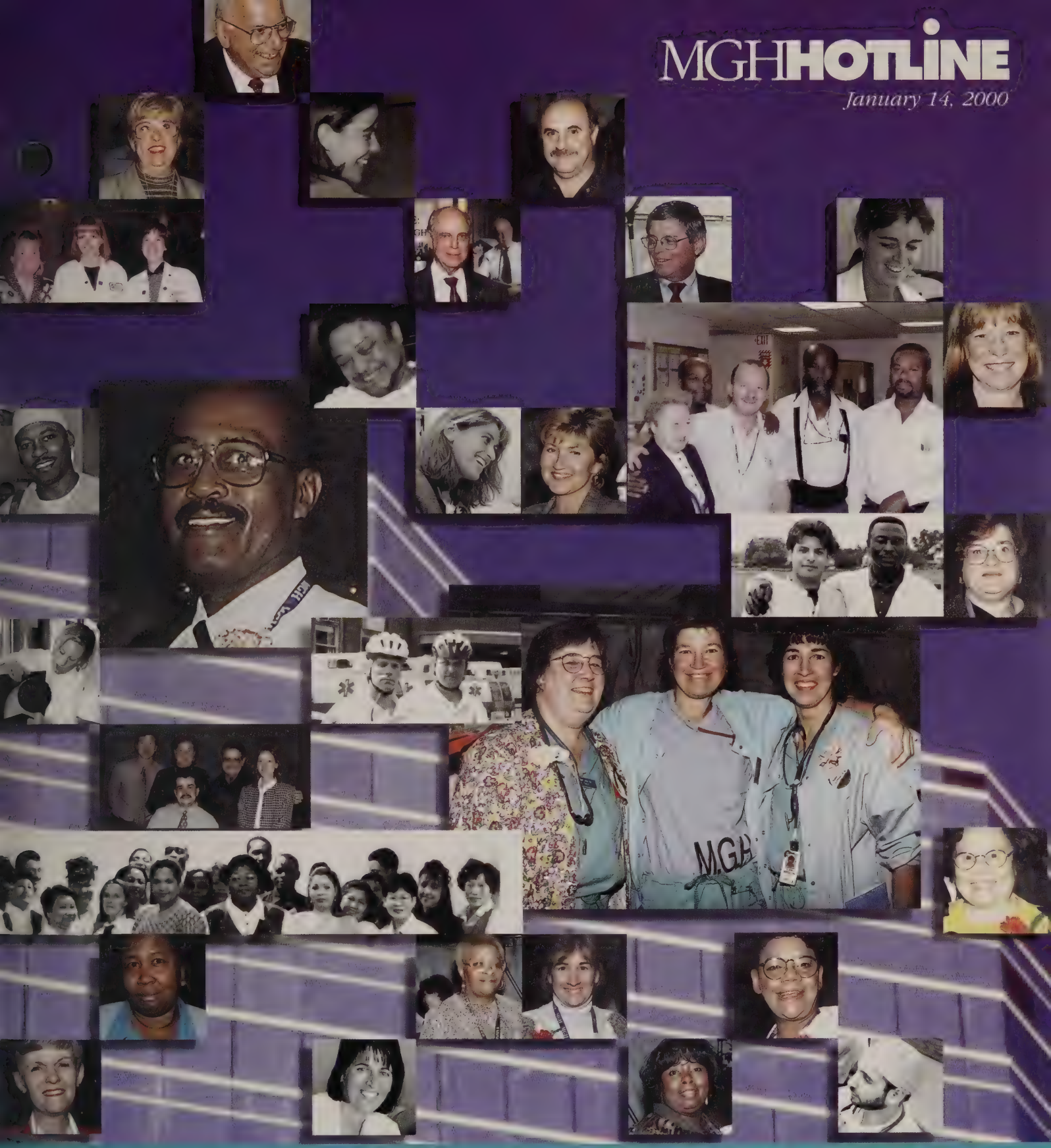
A place where individual dedication is commonplace by nature is a place where groups band together to achieve common goals far beyond the reach of the individual. Clinician teams who volunteer in disaster relief efforts. Employee clubs initiating a healthy competition to see who can donate the most blood. A patient unit working together enabling a cancer patient to get married in the hospital.

And where it is commonplace for groups and teams to achieve a common purpose, there arises an institutional drive that promotes the growth of programs and initiatives — large and small — to address dynamically the ever-changing and diverse needs of patients and their families. A customer service program to make all visitors and patients feel welcome in the hospital. A service to help those who are affected by domestic violence. A partnership with a local middle school to mentor future scientists and researchers. A spine tumor clinic for those who suffer from this rare kind of cancer. A scholarship to help women advance in academic medicine. An interactive program to teach caregivers more about the difficult issues cancer patients face.

At the MGH, this ethic is nothing new. Drs. James Jackson and John Collins Warren, co-founders of the MGH, worked tirelessly to raise funds for the new hospital, citing the moral obligation of the affluent to help poor people in sickness. "When in distress, every man becomes our neighbor," they wrote in 1810. From those early days to the present, the MGH has stood for excellent and compassionate patient care for all, regardless of ability to pay. In the future, the dedication of the hospital and all of its employees will remain focused and guided by that ideal.

MGH cardiologist helps NASA space flight • Maxwell and El plan • AIDS researchers receive Glaser Awards • Roxbury s for food service • MGH neighbor dedicates new bu g drive begins • MGH to test new cancer drug • MGH linica conference in Middle East • Teen reaches out to children o list • Expanding recruitment efforts to include more divers commission an Ether Dome mural • Governor sign multidisciplinary approach to thoracic cancer care • MG

MGH HOTLINE
January 14, 2000



ener Blum Patient and Family Learning Center opens • MGH team helps child battle rare condition • Hospital announces budget management
tudents find an adventure at the MGH • A critical need for organ donation • Take our Children to Work Day • MGH head of dietetics honored
Ta rce unveils plans for Partnerswide genetics center • MGHers urge women to have mammograms • A call to arms: Employee blood
l Pe al Education first of its kind in the nation • MGH recognized for Children and HealthCare Week • Emergency medicine physicians lead
l breast cancer patients at the MGH • The MGH gets read for the next JCAHO survey • *US News & World Report* announces Best Hospitals
ity • MGH physician helps Hondurans on medical mission • Quick action, skilled care save a Maine woman's hand • MGH physicians
extended maternity stay bill at the MGH • Teamwork helps the MGH welcome first quadruplets • MGH center brings
H and BWH joint OB/GYN residency a national leader • MGH refuses tobacco research funds • Tumor bank assists cancer researchers

Looking toward the future — a continuum of care

Modern health care is proof that yesterday's science fiction is today's science. Just flash back to the 1930s, when the novel "Brave New World" portrayed the impossible: fetuses that developed outside a mother's womb, humans that could be molded through genetic manipulation.

In the year 2000, some believe this fantasy is close to playing out, with in vitro fertilization and the developing Human Genome Project, which promises to deliver detailed genetic roadmaps to enable better control over illness.

Clearly, medicine's reach is endless. In the MGH's 179-year-history, for example, some of the 19th century's science fiction is routine. A stopped heart is jump started. A baby born no bigger than an adult hand is kept alive and goes on to thrive. The ravages of cancer can be held at bay — at least temporarily. Doctors sew on a severed limb and give it function again. Drugs induce states of happiness, calmness and alertness. They conquer pain, induce sleep and promote weight loss.

The future is already on its way. Tissue engineering offers hope that one day scientists can grow any organ in the lab. Lasers hint of surgery without knives. And investigators have only begun to explore what is arguably the body's most significant and complex piece — the brain.

As we turn the corner and begin another hundred years of medicine, what can we expect? Will our children's grandchildren be able to order a new heart or lung on demand? Will cancer and AIDS be cured and forgotten? Will they be replaced by more evasive, more virulent, more bewildering diseases? Will doctors perform surgery without breaking the skin? Will hospitals be replaced by virtual care via the Internet? Or will disease and illness be prevented before they even begin, simply by viewing a person's genetic profile at birth and fixing any weak spots?

Judging by the past, today's scientific imagination will one day turn into scientific reality. In the year 2099, what medical miracles will enable people to experience firsthand what was once science fiction? Just imagine.

MASSACHUSETTS GENERAL HOSPITAL

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January 21, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The MassGeneral Hospital for Children is open

A crowd gathered as the ribbon was cut to signify the official "opening" of MassGeneral Hospital for Children, the new identity of the hospital's various pediatrics services. Of course, the extensive services offered by this "hospital within a hospital" have been around for a very long time — the testimonials of four families whose children have been cared for at MassGeneral Hospital for Children were proof of this fact.

Although the MGH has provided care for children since opening its doors in 1821, recent surveys showed that many area residents were unaware the hospital treated children. The name change is intended to better reflect the mission of the hospital and service to provide the highest quality care throughout life.

"We are so excited to be here to celebrate our services for children," said Alan Ezekowitz, MB(ChB, DPhil, chief of the Pediatrics Service at MassGeneral Hospital for Children. "As part of the MGH, we are committed to serving children and recognize that excellence in caring for pediatric patients is based on an interdisciplinary effort requiring partnership and teamwork from all members of the health care team."

The kickoff party was held in the WACC Lobby, Jan. 13, where dozens of patients, families and MGH employees celebrated the formal change to the new name. The event was co-hosted by Ronald Kleinman, MD, associate chief of Pediatrics at the MassGeneral Hospital for Children, and Nikkole Ruley, a patient of the service.

Four families shared their stories of treatment and triumph at the hospital, and a life-sized black bear "Pedie," a name chosen by pediatric patients, made an appearance as the official mascot of the service. Just before the ribbon was cut, Sarah Giles, 18, and Robyn Campbell, 17, patients at the MassGeneral Hospital for Children, sliced into a 700-pound cupcake that was made just for the day.

From top: Honorary Trustee Jane Claflin, Patricia Donahoe, MD, chief of Pediatric Surgery, and Alicia Hyde, 3, a patient at the MassGeneral Hospital for Children, cut the ribbon. Marilyn Gifford, Heather Peach and Ellen Silva, of Child Life Services, pose with Pedie. Nikkole Ruley and Ronald Kleinman, MD, unveil the name for the mascot — "Pedie." Jennifer LaChance, 10, and her doctor, Leonard Kaban, MD, DMD, chief of Oral and Maxillofacial Surgery, share their story of the state-of-the-art care Jennifer received that rid her of a jaw tumor. Sarah Giles and Robyn Campbell cut the 700-pound cupcake. United States Congressmen Michael Capuano (D-MA), Richard Gephardt (D-MO) and Joe Moakley (D-MA) and Alan Ezekowitz receive T-shirts during their visit to the MassGeneral Hospital for Children, Jan. 10.

Book reveals reflections from the past

The Ether Dome was once again the site of a historical event Jan. 12 as members of the General Executive Committee (GEC) opened a book that was sealed nearly 40 years ago and left as a time capsule.

From left, Austen and Mongan unseal the book.

The book, which was wrapped in brown paper and sealed with wax, displayed the cryptic message: "Probable future patterns of medical practice at MGH. Not to be opened until 2000 AD." James J. Mongan, MD, president of the MGH, and W. Gerald Austen, MD, chairman of the Massachusetts General Physicians Organization, unveiled the volume at the first GEC meeting of the new millennium.

In the book was a collection of letters submitted by MGH staff physicians in 1961. These letters responded to a request by Edward Churchill, MD, chief of Surgery at the time, for opinions about the effectiveness of the MGH Staff Associates, the medical group practice established in accordance with a GEC resolution in 1952. This organization was meant to coordinate the physician staff into a group practice rather than having separate practices affiliated with the MGH.

Churchill asked staff to be candid with their opinions including "giving their views, their hopes, their fears (if any), their predictions, and their suggestions as to what steps should be taken by the hospital to assist in the best possible development of the practice of its staff members."

More than 90 staff responded with a wide variety of comments. The feedback touched upon improving patient services, hospital plant and facilities, new construction, communications within the hospital, factors influencing patient census, public relations with the community and medical profession at large, issues with recent graduates and the nursing service, parking and elevator problems and the "lack of ordinary cleanliness."

Churchill prepared a 48-page summary of the staff responses in which he included his plans for preserving the letters for the future. "The letters will be placed in a sealed envelope and deposited in the MGH Archives, marked 'Not to be opened until the year 2000 AD.' At that time some curious member of the MGH staff may brush off the dust and say 'Who were these fellows back in 1961? And, why were they arguing about such obvious matters?'"

Below are a few of the more interesting or unusual excerpts from the book:

I simply wish to state that I am unalterably opposed to any scheme which will make staff doctors employees of the Massachusetts General Hospital.

I recommended in 1948 that the MGH Staff Associates form a Group Clinic in the employ of the Trustees. I feel that we have wasted a great deal of time in not doing so.

While I admittedly know very little about the MGH Staff Associates, from all that I have been able to learn about it, it is a form of union. I find it hard to understand how this or any other union will preserve the crucially important values of freedom and initiative.

We consider it important that the MGH reestablish an Obstetrical Unit so that this hospital can provide total service to such groups.

We suggest that various ways of solving the parking problem for patients having appointments be explored.

It has been predicted that average costs per day for private hospital care will go to $60 per day by the 70s.

[There is a] lack of proper attention to the maintenance and intelligent operating of all the hospital elevators.

I hate to be a status quo man, but I am very happy with things as they are.

I would like to see the hospital pioneer in the establishment of a more equitable fee for services amongst the various specialists. I grant you this will be difficult as the prevailing wind in our society favors the Cadillac and the movie star and that the present era insurance plans are designed by and for the surgeon.

From the point of view of the hospital, future patterns of medical practice must attract and hold doctors in every field who will spontaneously strive to equal or better the scientific achievements of their predecessors.

Some visitor once warned us: 'You have something precious and unique at the Massachusetts General Hospital; you should hang onto it.' And we have hung onto it, somehow, despite all the changes that are taking place in the world around us.

Macaluso awards inspire greatness

As Liz Johnson, RN, MSN, OCN, recounted the heart-breaking story of a 25-year-old patient she once cared for at the MGH, tears welled in the eyes of audience members at the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Awards. Her former bone marrow transplant patient, "Mark," who came to the MGH for treatment in 1999, called Johnson to tell her that his non-Hodgkin's lymphoma had returned and that his life expectancy was limited. Apparently, Johnson's compassion and understanding as a nurse made this patient's stay at the MGH more pleasant, and he wanted to let her know that she had made a difference in his life.

Johnson was among four MGH clinicians to receive the Macaluso award, Jan. 6. Anecdotes were told about each recipient — Johnson; Sucheta Kamath, MA, CCC/SLP, of MGH Speech and Language Pathology; Sandra McLaughlin, MSW, LICSW, a social worker in the MGH Infectious Disease Unit; and Fredda Zuckerman, MSW, LICSW, a social worker with Obstetrics — leaving the audience with a clear picture of why these four earned this award.

"To an inpatient, the experience he or she has while at the MGH depends heavily on the clinicians who care for him or her each day," said Evelyn Bonander, MSW, director of MGH Social Services. "Clinicians deserve to be recognized for their work."

The award — which was created and presented by Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse — was first presented to the late Stephanie M. Macaluso, RN, in 1996. "Stephanie had the uncanny ability to put herself in touch with others and shift the encounter to an intimate level," said Ives Erickson. "She epitomized the essence of what the profession of nursing truly is about. The award allows us to publicly recommit and celebrate our vision for the care of patients and families at the MGH and to the professional development of those in Patient Care Services who care for them."

Zuckerman receives the Macaluso award from Ives Erickson

Once again, the audience fought back tears when Mark Johnson, a patient who came to the MGH with a brain injury in 1998, spoke about one of his caregivers, Sucheta Kamath. "Her care is evidence to me of God's care," he said. Johnson's words, along with the narratives and words of respect read about each award recipient, demonstrated that clinicians' work in the MGH is not only valued, but vital.

Smoking policy changes

Changes have been made to the MGH smoking policy to reduce smoking on the MGH campus. The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) requires that the smoking policy is consistently adhered to, and noncompliance could have a negative effect on the hospital's JCAHO accreditation.

Smoking is prohibited in the interior of any hospital building or department, as well as outside all entrances and exits of the hospital and the perimeter of the buildings. Smokers are expected to cross the streets or move away from common areas to smoke. To help ensure the safety of patients, visitors and employees who smoke, a smoking shelter has been built next to the entrance of the Fruit Street garage. It is open seven days a week and will give smokers a place to go that is away from the main entrance as well as the WACC entrance, but is close enough to be safe after hours. Smokers currently smoking outside of the Jackson and Gray lobbies on Blossom Street should use the old shuttle bus stop that is behind the current shelter outside of the Jackson Lobby. This area also has been designated as a smoking-permitted location. Smoking is not permitted on the hospital side of Blossom or Charles streets.

For patients who smoke, a room is open in the Warren corridor across from the glass-enclosed play area of the Back-up Child Care Center. This room is for patients only and will be open from 7 am to 8 pm daily. It is well ventilated and has an emergency phone to Security as well as a closed-circuit television camera for patient safety. Employees smoking in the room will be subject to disciplinary action. ●

Honoring Dr. King

Margie Smith, MSW, of MGH Social Services, (in front) sings "We Shall Overcome" as MGHers joined hands in celebration of the life and work of Dr. Martin Luther King, Jr. The event was sponsored by the Association of Multicultural Members of Partners (AMMP) Jan. 14 at the MGH. Ronald Greene, RN, AMMP chair, Smith, and Fr. Michael McEldowney kicked off the celebration with a musical selection and invocation. Speakers included Lorna Prince, RN, MS, of Patient Care Services, Jeff Davis, senior vice president for Human Resources, and Peter Slavin, MD, CEO of the Massachusetts General Physicians Organization.

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MGH HOTLINE

WHAT'S HAPPENING

Partners Physicians Day
The deadline to register for Partners Physicians Day has been extended to Jan. 28. This program, which will be held Feb. 12 at the Boston Marriott Copley, offers CMEs and an opportunity to meet colleagues throughout the Partners system. For a brochure or more information, call 278-1058 or send e-mail to *gbommarito@partners.org*.

Breastfeeding support group
The Employee Assistance Program (EAP) will offer "Mother to Mother: A support group for breastfeeding mothers," one Tuesday per month beginning Jan. 25 in VBK 401, 1 to 2 pm. Other meeting dates will be Feb. 29, March 28, April 25, June 6 and 27. The group will provide information, encouragement and the opportunity to meet other mothers share challenges and identify solutions. Employees on leave should feel free to bring newborns to meetings. For more information or to register, call 6-6976.

Perks update
Movie passes and other Perks program tickets are available in the East Lobby at CNY 149, Fridays, noon to 3 pm. They are no longer available at the CNY Human Resources office. Tickets are still available on the main campus, weekdays, 1 to 3 pm in the Warren Library, located in the Bulfinch Basement. Employees must present a valid employee ID to purchase tickets.

SAC meeting
The Scientific Advisory Committee (SAC) meeting will be held Feb. 2 through 4. Events will include the 24th MGH Research Symposium and Poster Session, Feb. 2, 11:30 am to 2 pm; "Genetics and Genomics in the 21st Century," led by Eric Lander, PhD, director of the Whitehead Institute, Feb. 2, 4 pm in the O'Keeffe Auditorium; and the 53rd annual meeting of the MGH Scientific Advisory Committee, Feb. 3, 8:20 am to 5 pm in the Wellman Conference Room. For more information, call 6-1708.

Invitational fellowships and grants
Each year more than 50 post-doctoral and faculty fellowships and grants are available by invitation only to the Harvard Medical community. A summary of next year's invitational fellowships and grants (the "red book") will be available in February through HMS department heads, professors, Office of Research Affairs, Women's Careers Offices, the Center of Excellence in Women's Health, the Dean's Office for Faculty Development and Diversity, and the Dean's Office for Faculty Affairs. The red book also will be available online at *http://www.ecommons.harvard.edu/administration/facultyaffairs*. For more information, call 432-3579 or 432-3191.

Kenneth B. Schwartz Rounds
The 34th Kenneth B. Schwartz Rounds will be held Jan. 28, noon to 1 pm in the Walcott Conference Room. The rounds will feature a discussion about "Managing Cancer Pain and Substance Abuse: An Uncomfortable Dance?" All MGH care providers are invited to attend. Lunch will be provided. Nursing CEUs and Category 1 CME credits for risk management are available. To RSVP, call 4-6862.

ScienceDirect
MGHers are invited to learn about ScienceDirect, the Treadwell Library's newest electronic tool, Feb. 7, noon to 1:30 pm in Conference Room A, first floor, CNY. ScienceDirect has the full text and graphics of 62 scientific journals and the abstracts from more than a thousand other science journals. Noella Owen, trainer for Elsevier Science, will demonstrate and answer questions. To register, call 6-8600 or send e-mail to *TreadwellQ&A@partners.org*

Timilty staff start the new year with blood donations

The MGH/Timilty Partnership staff met their new year's resolutions by donating blood to the MGH Blood Donor Center recently. The Partnership recruited teachers and other staff from the James P. Timilty Middle School to join program volunteers in the MGH employee blood drive to donate during the winter months when blood donation often is low. In return for the staff's good will, representatives from the MGH Blood Donor Center visited a sixth grade health class at the school to talk about the circulatory system and the importance of blood donation.

Standing from left, Partnership staff Wanda Velazquez, Robert Cho, Timilty principal Valeria Lowe-Barehmi and Joan Quinlan, director of MGH Community Benefits. Seated, Blood Donor Center technician Joanne Carter with Timilty donor Carlyene Prince.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
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Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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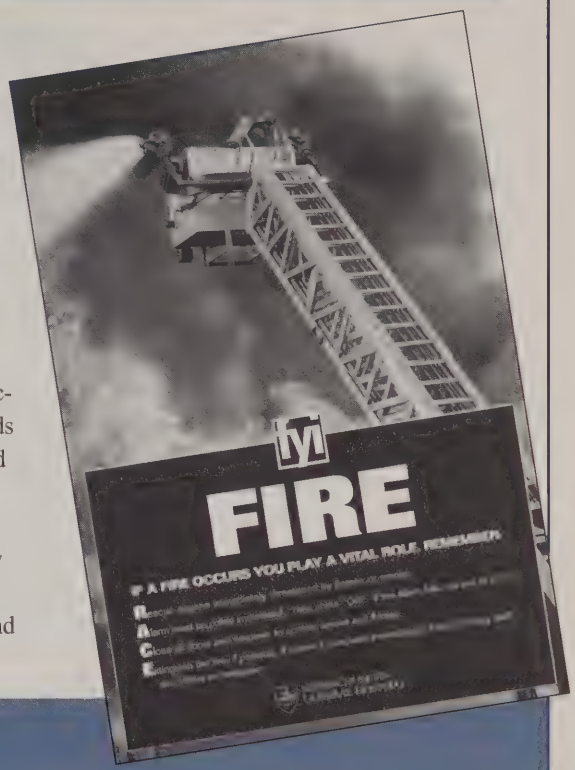
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

January 28, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Countdown is on for JCAHO survey



The new year starts a countdown to the MGH's next survey by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The full hospital survey — a comprehensive review of hospital programs, policies and procedures — is expected to take place sometime in September.

The JCAHO is an independent, not-for-profit organization that evaluates and accredits more than 19,500 health care organizations in the United States, including hospitals, health care networks, managed care organizations and other entities that provide home care, long-term care and laboratory and ambulatory care services.

The goal of the JCAHO is to help improve the quality of care provided by accrediting health care organizations that qualify after completion of a thorough inspection. During a survey, hospitals and other organizations are measured against standards in important functions such as leadership, patient care, performance improvement and maintaining a safe environment.

Although the JCAHO accreditation process is voluntary, most hospitals seek out survey approval because Medicare, Medicaid and many state agencies and third-party payors require JCAHO accreditation for participation.

JCAHO performs full hospital surveys once every three years, with lab surveys and

(Continued on Page 2)

Life after coma: A patient's tale

When Ruth West woke up in her MGH hospital bed in April 1997, she did not have any idea what day it was or what had happened to her. Nor had she seen the baby girl that she had given birth to three days earlier. West had been in a coma caused by the onset of preeclampsia, a rare condition among pregnant women characterized by high blood pressure and other metabolic abnormalities. Preeclampsia can have dangerous consequences for both mother and child.

West presents one of her paintings to her doctor, Ferdinando Buonanno, MD, of the MGH Stroke Service.

West's second pregnancy had seemed fairly normal, although she did experience swollen ankles and feet, some headaches and occasional abdominal pain. She felt that these symptoms were a result of the stress she was feeling from her father-in-law's recent diagnosis with terminal brain cancer.

On April 9, during her 36th week, she suddenly began experiencing a severe headache, sharp abdominal pains and vomiting. When she arrived at Brockton Hospital, she could not stand up straight, her blood pressure was very high, and her brain was swelling.

"I was in the worst pain of my entire life," says West. "The doctor on call missed the diagnosis and continued to attempt delivering my baby. My husband didn't even know that anything was really wrong." Fortunately, when West's obstetrician came in and saw her chart, she diagnosed West with preeclampsia and had her flown by MedFlight to the MGH.

West was in a coma for three days, and when she awoke, she had lost memory of the preceding days' events, including the delivery of her daughter, Sarah. "It made me sad to know that Sarah was at Brockton Hospital and had never seen her mother. I was so determined to get out of the hospital as soon as possible so that I could finally hold my baby girl," says West.

The coma affected West's speech, balance and coordination. Her neurologist suggested that she try things that she had never done before to form new neuropathways and help her to

(Continued on Page 3)

— JCAHO survey

(Continued from Page 1)

unannounced surveys conducted in between. Full hospital surveys typically last three to five days, during which several surveyors visit clinical areas, such as physician practices and patient care units, and procedural areas, such as operating rooms and cardiac catheterization labs. Surveyors also may interview employees and staff about such topics as the hospital's mission, fire and disaster planning, quality improvement initiatives and patient rights.

In the last JCAHO visit in 1997, the MGH received a score of 91 percent — the best score the hospital has ever received on the survey. The score translated into full accreditation status with a few areas recommended for improvement.

Employees from throughout the hospital have been preparing for this year's survey since the 1997 JCAHO visit. A steering committee, chaired by Maryanne Spicer, director of Corporate Compliance, has been meeting regularly over the last year to discuss issues related to the survey. In addition, several mock surveys have been conducted during the past year to help staff prepare for the actual JCAHO visit and find any problem areas that need to be addressed before the fall survey.

Results of the mock surveys included recommendations for such improvements as refining patient and family education on details of care, improving patient documentation, increasing use of employee performance evaluations hospitalwide and incorporating competency assessments in evaluations.

"Ensuring high quality of care and compliance with JCAHO standards is a team effort, requiring every employee and staff member at the hospital to participate," says Spicer. "It takes all of us working together to have a successful visit from the Joint Commission. And it is a good opportunity both to demonstrate our commitment to our patients and to get an outside perspective on how we provide care."

The JCAHO steering committee will continue to use the FYI campaign — which includes posters, e-mails and newsletter articles — to convey important information about the JCAHO survey preparations to MGHers. The next poster in the FYI series summarizes what steps should be taken in case of a fire *(see Page 1)* and recently was distributed throughout the hospital.

An all-day JCAHO training session will be held in September before the survey to help employees and staff prepare for the visit. MGHers also can view a listing of JCAHO standards through the Comprehensive Accreditation Manual for Hospitals, which is found on-line from any Partners workstation by accessing Partners Applications, Clinical References, CAMH 1999.

For more information about how to prepare for the JCAHO survey, MGHers can contact Spicer at 6-5109 or any of the following JCAHO steering committee members: Dom Misiano, Clinical Pathology; Cy Hopkins, MD, Infectious Disease Unit; Elyce Kearns, MD, Psychiatry; Kathleen Erwin, Ambulatory Care Practice Support; Jan Swanson and Rebecca Silver, Human Resources; Debbie Adair, Health Information Management; George MacNeil, Buildings and Grounds; and Joan Fitzmaurice, RN, PhD, Patient Care Services. ●

Help wanted: judges for Timilty Science Fair

The MGH/Timilty Partnership seeks MGHers to judge student projects during the annual Science Fair week, Feb. 14 to 18, at the James P. Timilty Middle School in Roxbury.

Volunteers are needed to judge projects Feb. 14 to 17, 9 to 11 am, beginning with the eighth grade on Monday and finishing with the sixth grade on Thursday. MGHers can volunteer to judge on one or more days. Round-trip transportation to the Timilty Middle School will be provided, departing from the MGH at 8:30 am and returning at 11:30 am.

Students, who for the past four months have been developing projects with assistance from their MGH mentors, will showcase their work at the hospital during the eighth annual Science Connection Fair Feb. 11, 9:30 to 11:30 am, in the Main Corridor. In addition, eight Timilty students will present their projects at the poster session for the MGH's 24th Research Symposium Feb 2.

To volunteer to be a judge at this year's Science Fair, contact the MGH/Timilty Partnership at 4-3210, by e-mail at *timilty@partners.org* or visit the Partnership website at http://timilty.boston.k12.ma.us/mgh.

Kim Thong (right) learns the finer points of pipetting with Karlotta Fitch, HT, of Neuropathology

MGH Leadership Campaign exceeds fundraising goal

The MGH Leadership Campaign, the hospital's fundraising drive, has surpassed its $320 million goal nearly a full year ahead of schedule, according to Jane D. Claflin, honorary trustee, and W. Gerald Austen, MD, chairman of the Massachusetts General Physicians Organization, who are co-chairs of the campaign. The news was announced at a dinner hosted by the MGH Development Office Jan. 12 at the Royal Sonesta Hotel in Cambridge.

Launched in 1992, the campaign's original goal was $160 million. When that mark was exceeded early, however, the hospital's Board of Trustees doubled the goal and extended the drive to Dec. 31, 2000.

A new fundraising initiative also was announced at the dinner, in which the MGH will seek to raise $300 million over the next four years. Approximately $60 million will help fund the construction of a new outpatient facility, and an additional $240 million will support research and training.

From left, W. Gerald Austen, MD; James J. Mongan, MD, president of the MGH; Andrew L. Warshaw, MD, surgeon-in-chief; Dennis A. Ausiello, MD, physician-in-chief; and (seated) Jane Claflin, honorary trustee.

—Life after coma

(Continued from Page 1)

recover. West tried painting and discovered her talent as an artist.

Today, West still struggles with her memory and other cognitive skills, and returns to the MGH regularly for medical care. She has found that painting is a good way to express herself. "My imagination always will be there to help me create scenes for my paintings. It's really therapeutic," says West. She also uses her talent to help others who have experienced hardship, such as painting free portraits for families who have lost children or donating paintings to charity auctions.

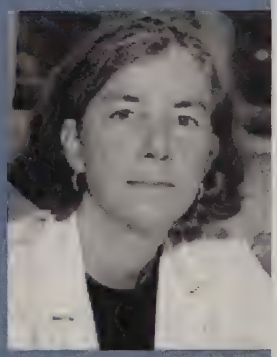
"There is life after coma, even though nothing is ever the same," says West. "Everyone at the MGH was so kind and treated me so well while I was there. I am so grateful for that." Ruth's website, which displays her paintings and recounts her story in detail, can be visited at *www.ruthwest-artist.com.* ●

New research center for aging and genetics scheduled to open next year

An anonymous donor recently contributed $2 million to the MGH to help fund a basic and clinical research center for Huntington's, Parkinson's, Lou Gehrig's and Alzheimer's diseases. The Center for Aging, Genetics and Neurodegeneration (CAGN) is scheduled to open its doors next year in the hospital's new building that is being constructed at CNY.

"The donor is an extremely philanthropic person who wants to see these devastating diseases cured," says Anne B. Young, MD, PhD, chief of the MGH Neurology Service.

The donation was made in honor of Young's late husband, John B. Penney Jr., MD, an MGH neurologist and neuroscientist, who died unexpectedly last year. "This center was a dream of both of ours," says Young. The couple learned only three days before Penney's sudden death that the CAGN would become a reality.



Anne B. Young, MD, PhD

Giving MGH the opportunity to accelerate effective treatment therapies for age-related disorders, the center will house imaging facilities, a protein chemistry lab, a transgenic animal and behavioral lab and a high-throughput screening lab that will allow the MGH to test experimental drugs significantly faster than pharmaceutical companies now can.

With the $2 million gift, the MGH will recruit three new staff members for the center — a chemist, a screening expert and a behavioral scientist. In the center's multidisciplinary environment, the researchers will join other investigators in collaborating on common themes related to the four age-related disorders.

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MGH HOTLINE

WHAT'S HAPPENING

Interhospital women's health grand rounds

Harvard Medical School's (HMS) Center of Excellence in Women's Health will host "Endometriosis: A Paradigm for Estrogen Responsive Diseases," presented by Robert Barbieri, MD, professor of Obstetrics, Gynecology and Reproductive Biology at HMS, and chief of Obstetrics and Gynecology at BWH, Feb. 2, 5:30 pm in the Bornstein Amphitheater, BWH. This grand rounds also is sponsored by the MGH, BWH and Beth Israel Deaconess Medical Center.

Quit Smoking Service

The MGH Quit Smoking Service will offer an eight-week group program beginning Feb. 8, 5:30 pm. Topics include information about nicotine replacement and Zyban, preparation for quitting, coping with stress without cigarettes, and preventing weight gain and relapse. A telephone support line is available to participants. For more information, call 6-7443.

Nursing seminar

"Nursing: A Clinical Update," will be offered March 31, in the Blake Auditorium. CEUs will be given for this course. Co-sponsored by the MGH Nurses Alumnae Association and the Alumnae/i Association of the MGH Institute of Health Professions (IHP), the program will address "Keeping the Care in Caregiving," by Carol Picard, PhD, RN, of IHP; "Antibiotic Update," by Christine Wilson, PhD, RN, CS, of IHP; and "Management of Hyperlipidemia in Primary Care," by Monica Flanagan, MS, RN, CS, of Harvard Vanguard. Pre-registration is required. For more information, call 4-9860 or send e-mail to *eblackington@partners.org.*

Scholars in clinical science

Harvard Medical School will offer a postdoctoral training program in clinical science. This two-year program begins in July and consists of coursework, a longitudinal seminar series and a mentored clinical research project. Candidates must have an MD or DMD degree and have completed their clinical training. Applicants with a PhD in a clinically related discipline also are eligible. For more information, call 278-0882.

Marathon clinic

Spaulding Rehabilitation Hospital and Community Running will offer "How to Run Your Personal Best," a free clinic for veteran and first-time marathoners, Feb. 5, 11 am to 12:30 pm, at Spaulding Rehabilitation Hospital, 125 Nashua St. The clinic will include presentations by physicians and other caregivers about general training principles, preventing injuries, nutritional tips for training, heart rate and pace, stretching, strengthening and conditioning. Prior to the clinic, Community Running will lead two long runs, beginning near MIT and at Spaulding. In addition, post-run massages will be available at Spaulding, 10:30 to 11 am. The clinic is open to the public; however, space is limited. Parking is free, and a light brunch will be available. For more information or to register, call 573-2921 by Feb. 3.

HOPES seminars

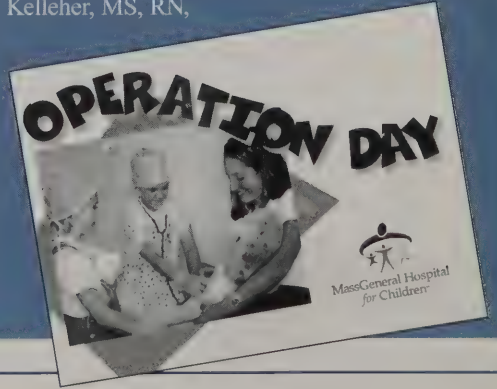
The MGH Cancer Center HOPES (Helping Our Patients/Families through Education and Support) program will offer drop-in yoga, noon to 1 pm, Feb. 3, 10, 17 and 24. "Coping with Mucositis and Mouth Sores," facilitated by Nina Grenon, RN, MSN, CS, of MGH Hematology/Oncology, and Elizabeth Johnson, RN, MSN, OCN, of MGH Patient Care Services, will be offered Feb. 1, noon to 1 pm. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Vicki Cotton, MSW, of MGH Social Services, will be offered Feb. 9, noon to 1 pm. All seminars are held in the Cancer Resource Room located on Cox 1. For more information, call 4-1822.

CIMIT seminar

The Center for Innovative Minimally Invasive Therapy (CIMIT) will sponsor "From the Operating Room to the Living Room: Changes in Health Care in the Digital Age," as part of the CIMIT Forum, Feb. 8, 2 to 4 pm, in the Wellman Conference Room. William J. Mitchell, dean of the School of Architecture and Planning and professor of Architecture and Media Arts and Sciences at MIT, will discuss the changing face of medicine in the digital age. For more information, call Karen Weissbach at 4-7752.

Once upon a time

MassGeneral Hospital for Children recently began distributing a book entitled "Operation Day" to young patients in hopes of alleviating any fears they may have about undergoing an operation. Filled with colorful pictures and commonly asked questions and answers, the booklet is a step-by-step guide to a child's visit to the hospital and will help educate and support children as they approach their operation day. "Operation Day" is available for review in the Blum Patient and Family Learning Center. For more information, call Mary Lou Kelleher, MS, RN, at 4-5720.



MASSACHUSETTS GENERAL HOSPITAL

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by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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February 4, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Angel Flight makes care possible for out-of-towners

In 1998, Mike Davis, a 19-year-old high school senior in Maine, was diagnosed with Ewings sarcoma in his hip. To receive the best care available, Davis and his family decided to make the long trek to the MGH for treatment by Howard Weinstein, MD, chief of Pediatric Hematology and Oncology at the MassGeneral Hospital for Children. Davis, who was unable to sit up in a car, was forced to lie on a mattress in the back of his father's furniture van for the four-hour trip to Boston every other week. That was until a social worker told his mother about Angel Flight.

(Continued on Page 4)

Re-enactment for mural brings Ether Day 1846 to life

Imagination melded with realism in a medical drama that played out at the MGH Jan. 30 to prepare for a mural that will be painted in the Ether Dome. MGH service chiefs turned actors, a portrait painter turned director, and ghosts from 154 years earlier sprang to life as the Ether Dome was restored to its original purpose as a surgical amphitheater.

Donning elegant period costumes, 20 MGH surgeons and physicians and a sprinkling of others re-enacted the first public demonstration of ether used as anesthesia in the place where the event actually occurred. The re-enactment allowed artists Warren and Lucia Prosperi to take dozens of photographs in preparation for a commissioned mural that will be the first historically accurate depiction of the Oct. 16, 1846 event. The commission of the 10-by-7-foot mural is a gift to the MGH from chiefs of service and physicians throughout the hospital.

For the MGH participants — each one cast for his resemblance to or interest in these19th century counterparts — re-creating this momentous event in medical history was time travel at its most exhilarating.

Warren Zapol, MD, chief of Anesthesia and Critical Care, starred as William T.G. Morton, the Boston dentist who successfully administered ether vapors to the patient, allowing MGH surgeon John Collins Warren, MD, (played by Philip Kistler, MD, director of the MGH Stroke Unit) to remove a vascular tumor painlessly from Gilbert Abbott's jaw. For Zapol, keeping his muttonchop sideburns and bushy mustache — which had required more than two hours to apply — glued on, was a small price to pay for the opportunity of a lifetime.

"Doing this was wonderful," said Zapol. "They were remaking

(Continued on Page 2)

MGH physicians at the ready for the Ether Dome 1846 re-enactment

—Re-enactment for mural brings Ether Day 1846 to life

(Continued from Page 1)

the world. As I was playing Morton, I kept thinking, 'the guy was only 25 — just a kid — when he did this. He had chutzpah, he was an impresario' — that's what I was trying to convey."

A team from Emerson College's Performing Arts Department worked painstakingly to achieve accuracy in costuming and make-up — silk cravats were especially tailored; woolen frock coats were carefully selected and pressed; pocket watches and monocles were polished to a shine. The team also undertook detailed research to fashion the patient's plastic and latex tumor, making it as lifelike as possible.

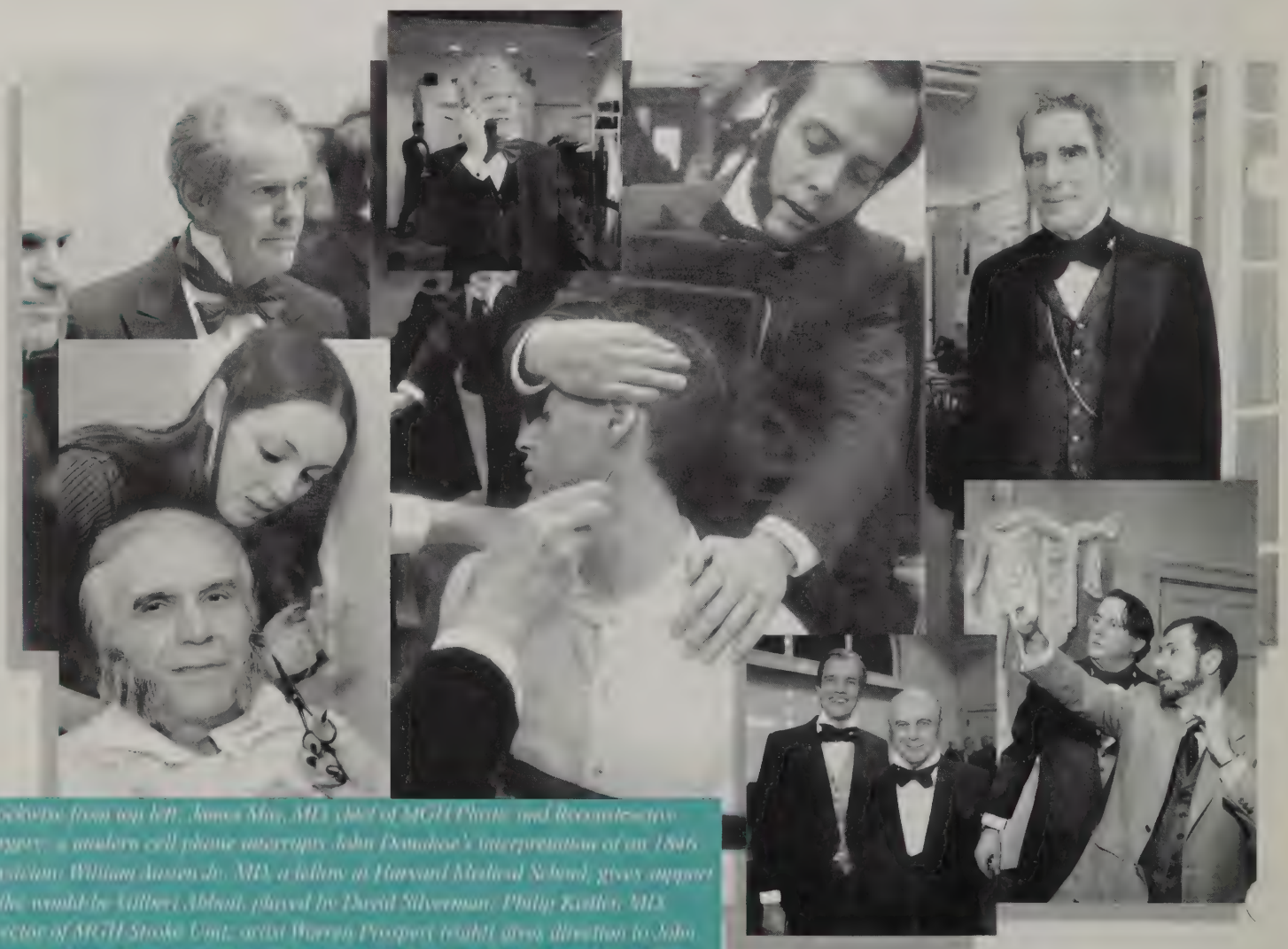
Later in the day, Prosperi and the cast assembled in the Ether Dome to work out the most minute of details for the camera.

When the obliging patient was placed in the maroon, velvet-covered chair — the same one used for the original surgery — the cast debated how to make the incision in the prosthetic tumor and resulting "bleeding" look as realistic as possible. "It looks too neat, too clean," called out some of the doctors.

"Shuffle around and crane your necks toward the focal scene," said Prosperi every few minutes, as he directed the actors to change facial expressions, gestures and poses for each camera shot.

The Prosperis will use the photographs from the re-enactment to create 20 individual "portraits" in preparation for a half-size painting or "study" to be completed by Ether Day of this year.

Using the studies as reference, the Prosperis then will begin painting on-site in the Ether Dome, morphing the modern-day models' features into their 1846 counterparts. The work on the painting is expected to take nearly a year. The final artwork will be unveiled Ether Day 2001. ●



Clockwise from top left: James May, MD, chief of MGH Plastic and Reconstructive Surgery, a modern cell phone interrupts John Donahoe's interpretation of an 1846 physician; William Jarvis Jr., MD, a fellow at Harvard Medical School, gives support to the would-be Gilbert Abbott, played by David Silverman; Philip Kistler, MD, director of MGH Stroke Unit, artist Warren Prosperi (right) gives direction to John Herman, MD, of Psychiatry; John Goodson, MD, dept and John Stoeckle, MD, of MGH Internal Medical Associates; and William Mitchell, MD, of MGH Psychiatry, patiently waits for his transformation into a 19th-century physician.

— Angel Flight makes care possible for out-of-towners

(Continued from Page 1)

Angel Flight NE is a nonprofit organization that provides free air transportation in private aircraft to ambulatory patients across the northeast. Angel Flight averages 50 flights per week with the help of 400 volunteer pilots and 70 nonpilot volunteers.

Airplanes are not equipped with lifesaving equipment and there are no medically trained staff onboard, therefore, patients must be medically stable. Angel Flight is funded by corporate sponsors, organizations, charitable gifts, community service groups, churches and individual contributors; however, pilots pay the flight expenses for each mission. Since its inception in May 1996, Angel Flight NE has had more than 3,600 requests for flights and has flown more than 1.4 million miles.

"It was really convenient and easy for us," says Davis. "My mom would call Angel Flight and they would find a pilot in Maine who was available to take us to the MGH for our appointments. When I couldn't walk, they would send a van to our house that could accommodate my wheelchair, and that would take us to the airport in Bangor. Then we'd take a flight to Logan and get a ride to the MGH. Usually a different pilot would take us back to Maine after our visit."

Davis, who has taken 21 Angel Flights, enjoyed the flights to Boston that saved him three hours of travel time each way and made his treatment less tiring. "The pilots mostly are young guys who just love to fly. They were so helpful, finding ways to let me lie down in their planes when I couldn't sit up. When I was feeling good, they would even let me help fly the plane," he says. Davis keeps in touch through e-mail with one of the pilots who flew him to Logan several times and has even offered to give Davis flight lessons in the future. "I'm definitely interested in learning to fly," he says.

Davis received chemotherapy and radiation therapy that has put his cancer into remission for nearly a year now. He will graduate from high school this spring and will attend Southern Maine Technological Institute in the fall to study fire science.

Mike Davis

"Angel Flight made life much easier for me and my family during my treatment at the MGH. I don't think I would have been able to do it without their help," says Davis. ●

MGH gives back to employee blood donors

MGH employees who donate blood to the MGH Blood Donor Center now will have another recognition gift to choose from when they make their donations. Fannie Michelman, director of the MGH Police, Security and Parking Department, and staff worked with the Blood Donor Center to arrange free parking for employee donors. The free parking sticker is valid at the Lomasney Parking Garage, also known as the "Bulfinch" garage on Martha Road off Storrow Drive any day up until 6 pm.

"We hope that this sign of appreciation will encourage the MGH community to donate much-needed blood to the center," says Christopher R Stowell, MD, PhD, director of the MGH Blood Transfusion Service. "Across the country, we have seen an abnormally low dip in blood donations over the last few months because of extreme weather conditions, the unusually severe flu season and the traditionally low donation period during the holidays. Fortunately, the MGH can rely on our employee population to donate during difficult times. However, we need to continue to build up our employee blood donor base so that we can maintain a safe and adequate blood supply."

Employees who donate blood can choose a gift from the free parking sticker, a coupon book for the Eat Street Cafe or a coupon book for Coffee Central.

Located on the first floor of the Gray/Jackson Building, the center is open Monday through Friday, 8:30 am to 4:30 pm. For more information or to schedule an appointment, call 6-8177.

From left, Mike Neville and Fannie Michelman, from MGH Police, Security and Parking, give a free parking coupon to MGH employee donor Nan Roberts of the Volunteer Department, as Christopher R Stowell, MD, PhD, director of the MGH Blood Transfusion Service, looks on.

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MGH HOTLINE

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WHAT'S HAPPENING

Ethics forum series

The MGH Ethics Task Force will sponsor "Invasive Procedures in Patients with Limitation of Life-sustaining Treatment Orders" Feb. 9, 5 to 6 pm (reception with refreshments, 4:30 to 5 pm) in the Ether Dome. Speakers include David Berger, MD, of the MGH Department of Surgery; Arthur Waltman, MD, of Radiology; and Robert Peterfreund, MD, PhD, of Anesthesiology. This discussion will be moderated by Eric Krakauer, MD, PhD, of the MGH Department of Medicine and chair of the MGH Life-sustaining Treatment Policy Committee. For more information, call 4-5348 or send e-mail to *skdodge@partners.org*.

Harvard Eating Disorders Center public forum

The Harvard Eating Disorders Center will sponsor "Culture, the Media and Eating Disorders," Feb. 15, 7 to 8:30 pm at the Arthur M. Sackler Museum of Art, Harvard University, Cambridge. Speakers include actress Natalie Portman; Magalli, a model from Q Models in New York; Robin Lasser, associate professor of Art; and Kathryn Sylva, assistant professor of Design, University of California, Davis and San Jose University. The Circles Dance Ensemble also will perform. Dixie Whatley, Arts and Entertainment editor for WCVB-TV Channel 5, will moderate. For more information, call 236-7766.

Volunteers needed for Timilty Science Fair

The MGH/Timilty Partnership seeks MGHers to judge student projects during the annual Science Fair week, Feb. 14 to 18, at the James P. Timilty Middle School in Roxbury. MGHers can volunteer to judge on one or more days. Round-trip transportation will be provided, departing from the MGH at 8:30 am and returning at 11:30 am. To volunteer or for more information, call 4-3210, send e-mail to *timilty@partners.org* or visit the Partnership website at *http://timilty.boston.k12.ma.us/mgh*.

HOPES seminars

The MGH HOPES (Helping Our Patients/Families through Education and Support) Program will present "Appetite Loss: Tips for Family Members," facilitated by Jill Oravitz, RD, of MGH Nutrition Services, Feb. 14, noon to 1 pm. "Resources for Hope," facilitated by Rev. Mary Martha Thiel of the MGH Chaplaincy, will be offered Feb. 16, noon to 1 pm. "Parenting in Challenging Times: A Drop-In Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, will be offered Feb. 22, 11 am to noon. All seminars are held in the Cancer Resource Room located on Cox 1. For more information, call 4-1822.

Corridor closing

Beginning Feb. 1, construction for the new PET scan suite on White 2 will require closing the corridor between White 2 and WACC 2. It is expected that the corridor will remain closed until April 21. Travel between White 2 and WACC 2 will be directed to the White elevators and stairs or the WACC elevators and stairs, down to the first floor and back up to the second floor. There also is a connection at the fourth floor. For more information, call Jim Guiry at 4-3580.

Black History Month celebrations

Patient Care Services will hold a Black History Month celebration, "Remembering our History," in the O'Keeffe Auditorium, Feb. 11, 10 am to 2 pm. The event will feature several speakers. In addition, Deborah Washington, RN, director of Diversity for Patient Care Services, will speak about "Living for Something Larger," at a Black History Month event sponsored by the Association of Multicultural Members of Partners, Feb. 16, noon to 1:30 pm in CRP 185. All employees of Partners institutions are welcome.

New incoming chief of Neurosurgery

Robert Martuza, MD, has been named chief of Neurosurgery at the MGH, succeeding Nicholas Zervas, MD, who has served as chief of the service since 1977.

Martuza comes to the MGH Feb. 8 from Georgetown University Hospital in Washington, DC, where he served as chairman of the Department of Neurosurgery for nine years. The MGH is familiar territory for Martuza, who completed his internship and residency at the hospital and served in the Neurosurgery Department and the MGH Brain Tumor Center for 11 years.

The Compliance Helpline

The MGH Compliance Office reminds MGH employees of a special telephone reporting system that is available to report any legal or ethical concerns they may have. The Compliance Helpline is an untraceable telephone line (6-1446) developed so that any employee can confidentially report to the Compliance Office director. If faced with a legal or ethical problem, MGHers are encouraged to report the incident so that the MGH may take appropriate action. An employee also may make an anonymous report in writing by addressing the letter to Corporate Compliance, Bulfinch 360C.

MASSACHUSETTS GENERAL HOSPITAL

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February 11, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Another snow day? Don't forget the MGH Backup Child Care Center

This time of year, MGH employees and patients are faced with the unpredictable New England weather, which often leaves the Boston area blanketed with snow. When the radio stations announce school cancellations, MGH parents frequently experience a scheduling dilemma. Work cannot be put on hold, and last-minute child care is not easy to find. Fortunately, the MGH provides quality care for these emergencies. The MGH Backup Child Care Center offers care not only for children of employees and staff, but also for children of patients and all Partners employees.

The MGH Backup Child Care Center, located in the Warren Lobby, was established to help families who need temporary child care. The primary focus of the center is to provide a secure play space for children age 15 months to 12 years. The center offers a pre-planned curriculum, including music and art lessons, and features an indoor climbing wall and sandpit, computers equipped with software for all ages and an outdoor play yard. The center maintains 10 certified teachers who follow curriculum guidelines established by the National Association for the Education of Young Children. Two childlife specialists also are on staff, providing additional social and emotional expertise.

"The goal of the center is to make it a place where children feel safe, as if they were in their own home," says Mary Zenk, director of the center. "They are given the opportunity to work with the teachers on homework or projects, as well as plenty of time to use their imaginations and even make new friends. Parents can be confident about our services, and they know that their children are receiving responsible care and attention."

Among the more popular activities sponsored by the center are the vacation camps. These camps are scheduled during the February and April

(Continued on Page 3)

There is never a shortage of special attention at the Backup Child Care Center. Billy Fallon (left) enjoys these moments with Rachel Stoler, one of the certified teachers at the center.

ADVANCES

Diet supplement shown to raise testosterone levels

A study led by researchers from the MGH has found that 300 milligram (mg) doses of androstenedione — a dietary supplement used by some athletes — can raise blood testosterone levels in healthy young men. The report, in the Feb. 9 issue of the *Journal of the American Medical Association* also showed an increase in estrogen levels with both 100 and 300 mg doses. It did not examine whether taking androstenedione increases strength or muscle mass or whether androstenedione has long-term side effects.

"A lot of people have been taking androstenedione under the assumption that it will raise their testosterone levels," says Joel Finkelstein, MD, of the MGH Endocrine Unit, the report's senior author. "This is the first study to show that sufficient doses do raise serum testosterone. But we now need to go on and study whether that increase actually translates into changes in athletic performance or into negative health effects."

The research team — led by Benjamin Leder, MD, also of the MGH Endocrine Unit — found that young men receiving daily 300 mg doses of androstenedione over a seven-day period had increased testosterone levels averaging 34 percent. Testosterone levels returned to normal within a day of androstenedione administration. Levels of two types of estrogen increased significantly at both 100 and 300 mg levels.

While this study examined only the direct effect of androstenedione on hormone levels, the authors noted that long-term increases in testosterone or estrogen can have serious side effects in susceptible patient populations. "We simply don't know what the long-term effects are of taking a supplement that changes one's hormone levels," says Leder. "However, if a patient of mine asked whether or not to take this supplement, I would have to caution against it."

David Schoenfeld, PhD, of the MGH Biostatistics Department was a coauthor of the report.

DF/HCC site visit

Representatives from the National Cancer Institute (NCI) conducted a site visit of the Dana-Farber/Harvard Cancer Center (DF/HCC) Feb. 7 through 9. The reviewers evaluated the center, which brings together seven Harvard-affiliated institutions involved in cancer research. DF/HCC has submitted an application to receive an NCI Cancer Center Support Grant for $10.3 million a year over five years.

The NCI site visit is a key step in several years of planning for the DF/HCC, a first-of-its-kind consortium linking the Dana-Farber Cancer Institute with the MGH, BWH, Beth Israel Deaconess Medical Center, Children's Hospital, Harvard Medical School and the Harvard School of Public Health.

During the visit, program leaders throughout the Harvard medical community made presentations describing the 18 core facilities that provide services to the center's researchers.

The DF/HCC is designed to strengthen basic, clinical and population sciences research by having the center's 800 members share resources and coordinate efforts in a more efficient manner. The center now has 15 disease- and discipline-based programs — among them viral oncology, cancer cell biology, outcomes research, breast cancer and leukemia.

Dana-Farber has been an NCI-designated Comprehensive Cancer Center for the past 26 years. The expansion of the center to encompass the six other institutions was announced in December 1999. The NCI grant would provide partial support for the entire DF/HCC.

Notification about the funding of the grant is expected in April.

Pathway to leadership: Women in management program

Approximately 200 MGH women recently attended the first in a series of events geared toward women in management positions at the hospital. The Feb. 8 kickoff event featured best-selling author and renowned educator Jill Kerr Conway, PhD.

Conway spoke about her climb up the academic ladder, first as one of the few women faculty members at the University of Toronto and later as the first woman president of Smith College in Northampton, Mass. She also has served as director of several major American and Australian companies, including Merrill Lynch, Colgate-Palmolive, Nike and Lend Lease Corporation.

Jill Kerr Conway, PhD

Conway is the author of *The Road from Coorain, True North, Written by Herself, volumes I and II* and *When Memory Speaks — Reflections on Autobiography.*

Joining Conway were three professional women — Mara Aspinall, president of Genzyme Pharmaceuticals; Molly O'Neill, director of Specialty Care Development for Partners HealthCare; and Kate Walsh, vice president for Medical Services and the MGH Cancer Center. The panel shared their personal and professional experiences and answered questions from the audience. With panel moderator Ann Prestipino, vice president for Surgical and Anesthesia Services and the MGH Cardiac Program, the group discussed such topics as balancing work and family life, professional development and networking and mentoring opportunities for women.

The event was sponsored by the Women in Management Committee, which was established by four vice presidents at the hospital — Walsh; Prestipino; Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse; and Jane Holtz, vice president for Neurosciences and Pediatric Services — along with hospital trustees Jane Claflin and Judy Friend. The committee was created to better understand and support the needs of women managers in the health care environment.

"We hope for this to be the first in a series of events and activities designed to help support the development of women managers in the organization as well as to assist them with many of the special issues that they confront on a daily basis," said Debra Doroni, administrative director for MGH Surgery and chair of the event planning committee.

Foreground, from left, Jill Kerr Conway, Kate Walsh, Jane Claflin and Ann Prestipino.

— Backup Child Care Center

(Continued from Page 1)

school vacations with planned events and outings specifically arranged for vacation week. Some of the activities planned for the upcoming camp — Feb. 22 to 25 — include a trip to the Museum of Science, a tour of the Boston Fire Department and entertainment by Discovery Theater, which gives children an opportunity to participate in improvisational and dramatic play. The winter camp is open to 20 school-age children.

Employees and patients who are interested in using any of the center's services must preregister before their need for care arises.

"We would like to remind MGHers that this service is available," says Zenk. "This is a place where both parent and child can feel taken care of."

The center is open Monday through Friday, 6:30 am to 6 pm. For more information about the MGH Backup Child Care Center or about the vacation camps, call 4-7100. ●

Palliative care helps seriously ill patients live fully and comfortably

The instinct of medical professionals to do everything possible to keep a patient alive is natural and usually admirable. But what happens when that isn't the best thing to do for the patient? How does the dying person and his or her family make such difficult decisions, especially during this emotional [illegible]?

Fortunately for many patients and families at the MGH, the Palliative Care Service is available to offer excellent comfort measures and support — regardless of their care plan — and to counsel them on end-of-life decisions.

The MGH Palliative Care Service is an interdisciplinary support program that provides comprehensive, coordinated health and wellness care to patients and families facing life-threatening or terminal illness, helping them maintain the highest possible quality of life and comfort. The team is comprised of specially trained physicians, nurses, social workers and chaplains. They offer a variety of medical and support services, including expertise in pain and symptom management; emotional, psychological and spiritual support; assistance with home care or discharge planning, insurance, finances and arranging for medical equipment; patient and family education; advanced care planning; and bereavement support.

"Most of the patients that we see are referred to us by doctors and clinicians from throughout the hospital," says J. Andrew Billings, MD, director of the Palliative Care Service. "Many of these patients have cancer but a good number of them have advanced heart, lung or brain disease or have failing kidneys or livers. We help these patients and their families with comfort measures and psychosocial support while making sure that their wishes for care are followed."

According to Billings, the service cared for nearly 400 new patients in 1999 through formal consultations. "Addressing the needs of a seriously ill or dying patient has been one of the shortcomings in medical care in the past. Things have gotten better though, and we are very committed to wider education about our discipline to make this aspect of health care stronger," says Billings.

Unlike hospice care, which serves patients only in the last six months of life and requires that they forego life-prolonging treatments and procedures, palliative care can help patients at any phase of an illness and incorporate all diagnostic and treatment strategies. Many patients who turn to palliative care for assistance are still undergoing aggressive treatment for their disease. "Many patients say they wish they had been referred to us sooner so that they could have had extra help with comfort measures and with making earlier decisions about their care," says Billings.

"The dream is that all clinicians at the MGH become familiar with palliative care," he says. "We now offer weekly grand rounds, a program for faculty entitled 'Palliative Care — Role Models,'and rotations for nurses, medical students, fellows, social workers and chaplains in training." Billings and his staff say they hope that palliative care will be part of every clinicians' training.

"It's a huge fear of many people in my peer group that if we get seriously ill, someone will stick tubes in us that we don't necessarily want," says Dan Ellis, MD, a 60-year veteran of the MGH.

Billings says that such concerns are common. "Palliative care's goal is to help meet the needs of patients, and to make sure that being terminally ill is not something patients or their families have to go through alone," he says. ●

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MGH HOTLINE

WHAT'S HAPPENING

Family-Centered Care Award
MassGeneral Hospital for Children and the Children and HealthCare Week Committee will sponsor a Family-Centered Care Award. MGHers are encouraged to nominate co-workers who stand out in their care of children and families at the MGH and who reflect the guiding principles of MassGeneral Hospital for Children. To nominate a fellow employee, MGHers should write a short paragraph (five to six sentences) stating why this person deserves recognition. Submit the nomination(s) to Judy Newell, RN, nurse manager Bigelow 10 and chairperson of the interdisciplinary committee to select Family-Centered Care Award recipients. Five awards (as well as recognition to all who are nominated) will be given March 24 at the "Celebrate Us" party, noon to 2 pm, Ellison 18 Day Room. Nominations will be accepted until March13.

HOPES seminars
The MGH HOPES (Helping Our Patients/Families through Education and Support) Program will present "Feeling Stressed? Some Simple Steps to Relax," facilitated by Evelyn Makin, MSW, of MGH Social Services, Feb. 23, noon to 1 pm. "When the Bathroom Becomes the Most Important Room in the House: Managing Gastrointestinal Side Effects," facilitated by Heather Anderson, RN, and Nikki Gribbin, RN, will be offered Feb. 28, noon to 1 pm. All seminars are held in the Cancer Resource Room located on Cox 1. For more information, call 4-1822.

Home buying information
The Employee Assistance Program will offer a seminar to aid first-time condo and house buyers, Feb. 17, noon to 1 pm, Wellman Conference Room. The seminar will be facilitated by Peter Buchanan, chief lending officer, Harvard University Credit Union. This seminar will provide an overview of the financial aspects of the purchasing process. Pre-registration is recommended. For more information, call 6-6976.

PeopleSoft news
MGHers now will be receiving e-mail confirmation on orders placed through Purchasing. The purchase order (PO) confirmation will include PO number, date when order was placed, chart of account information, the product(s) ordered, quantity ordered, price and delivery information. The e-mail also can be used as a tool to communicate with the buyer associated with the order. When placing orders using the PO requisition form, MGHers should make sure that their e-mail address is on the form. The form eventually will be updated to include this field. For MGHers who use online requisitioning through PeopleSoft, the e-mail address should default automatically. If e-mail confirmation is not received, call Therese Breen at 4-1605. For more information, call Kelly Norris at 4-5957 or send e-mail to *knorris@partners.org.*

Clinical Research coordinator seminar series
The Clinical Research Program will host the second part of the series on patient recruitment strategies, "Recruitment — 50 Practical Tips That Work," Feb.16, 11:45 am to 1 pm in the Wellman Conference Room. Marsha Tennis, BSN, of MGH Neurology, will discuss tips and techniques that are geared toward the MGH research community and are consistent with the Partners Recruitment Policy. This lecture qualifies for 1.2 CEUs for registered nurses. Lunch will be provided. To register, call 6-1669 by Feb. 14.

Benefits session
MGHers who have questions or unresolved problems with the new Merck-Medco pharmacy benefit or their health care plan can attend one of the benefits sessions that will be held in the Trustees Room, Bulfinch 2, Feb. 11, 3 to 6 pm; Feb. 14, 6:30 to 10 am; and Feb. 15, 2:30 to 5 pm. Representatives from Merck-Medco, Blue Cross and Blue Shield and MGH Human Resources will be there to answer questions. For those who are unable to attend a session, call 6-8133 or visit any local Human Resources Office.

IN GENERAL

The Treadwell Library and MGH Community Health Associates have been awarded a grant from the National Library of Medicine to deliver electronic health information to four Boston communities. The MGH will collaborate with local organizations to create a Health Resource Center that will provide online health care information for area residents. MGH librarians will train outreach workers and staff from the MGH community health centers to assist community residents and organizations to access health information through the Internet.

Kitty Bowman, director of MGH Revere CARES (Community Awareness Resources and Education to Stop Substance Abuse) coalition, was awarded the Community Health Award by the Medical Foundation. This award was presented at the foundation's annual meeting Jan.10 at the John Hancock Conference Center in Boston. The Medical Foundation is a nonprofit organization dedicated to health promotion and resources.

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

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by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

February 18, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

An Albanian family receives world-class care in their adopted home

The Frasheri family consider themselves lucky to have immigrated to the United States from their native country of Albania. If they hadn't moved from their homeland and sought medical care at the MGH, two of their family members probably would have died from complicated diseases.

Llambi and Margarita Frasheri first learned of their baby daughter's serious illness in 1996, while still living in Albania. Several local doctors had diagnosed then 11-month-old Aleksandra with Cushing's disease — an endocrine disorder characterized by high levels of the hormone cortisol. Her physicians concurred that the kind of treatment she needed could only be found in the United States.

Aleksandra Frasheri with her grandmother, Persefoni, and her father, Llambi.

At first, the Frasheris had little hope of making such a trip to save their daughter's life, but luck was on their side. Soon after Aleksandra's diagnosis, the family received immigrant status from the United States through the Green Card Lottery system.

After arriving in Boston in May 1996, the family desperately sought medical help for Aleksandra. They knew no one and could speak very little English. However, good fortune found them once again. They were referred to John Crawford, MD, of the MGH Pediatric Endocrine Unit, who recognized immediately that Aleksandra

(Continued on Page 2)

Running star inspires MassGeneral Marathon Team

Marathon winner Bill Rodgers recently shared words of wisdom with members of the MassGeneral Marathon Team "Fighting Kids' Cancer ... One Step at a Time," who are preparing to run the Boston Marathon in April. Rodgers hosted a running clinic Feb. 15 to give training tips and encouragement to the MGH runners, who are raising money to benefit young cancer patients at the MassGeneral Hospital for Children.

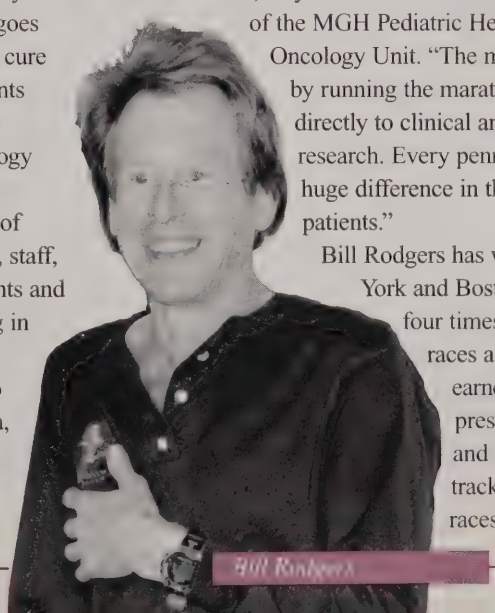
"I want to salute all of you and your team's efforts," said Rodgers. "Meeting the patients you are helping must be a powerful drive in your mind while you are training. If I had been running for cancer patients, maybe I wouldn't have dropped out of the marathon three times!"

This MassGeneral Marathon Team started two years ago and now includes 60 runners hoping to raise $300,000 — an amount the Adidas company will match. All of the money raised goes directly toward finding a cure or initiating new treatments for patients treated in the MGH Pediatric Hematology and Oncology Unit.

The team is made up of MGH physicians, nurses, staff, patients, parents of patients and others. Many are running in the name of patients, who range in age from 3 to 16 and are battling leukemia, bone cancer, lymphoma, brain tumors or other types of cancer.

"Progress in treating childhood cancer during the last 20 years has been phenomenal," says Howard Weinstein, MD, chief of the MGH Pediatric Hematology and Oncology Unit. "The money we raise by running the marathon will go directly to clinical and laboratory research. Every penny will make a huge difference in the lives of our patients."

Bill Rodgers has won the New York and Boston marathons four times. Running 25 races a year, he has earned a number of prestigious awards and set records in track and road races.



Bill Rodgers

—An Albanian family receives world-class care

(Continued from Page 1)

did not have Cushing's disease, but had Cushing's syndrome, a much more complicated disorder that in her case was characterized by an adrenal carcinoma, a malignant tumor located near her left kidney.

Aleksandra underwent a successful six-hour surgery, performed by Patricia Donahoe, MD, chief of Pediatric Surgery. Although her recovery was complicated, Aleksandra's health eventually improved, and she has had no recurrence of Cushing's syndrome in the last four years.

"Aleksandra was very lucky that she got here," says Crawford. "Because Cushing's syndrome weakens the immune system, even the slightest cold or infection could have become fatal."

Relieved that their daughter was on the road to good health, the Frasheris thought they could finally begin their new lives in this country. But medical problems came to plague the family again. This time Margarita Frasheri was diagnosed with cancer and suffered from unforeseen complications.

Margarita Frasheri was first admitted to the MGH for what appeared to be a normal appendectomy (removal of the appendix), but her physicians found an unusual malignant tumor in her appendix — of a type usually occurring in the placenta. During follow-up after the tumor was removed, Margarita's physicians discovered even more cancer in her liver and lungs. She then was treated with chemotherapy and radiation.

To compound Margarita's battle with cancer, she also developed a blood clot in her brain that had to be treated by a team of interventional radiologists, who dissolved the clot using heparin. "At that point, we didn't think Margarita would survive with this additional complication," says Najmosama Nikrui, MD, of the MGH Gillette Center for Women's Cancers. "Over the course of the year, she kept having recurrences of the cancer, she developed yet another blood clot in her brain and also had to have a hip replacement. But we didn't quit on her. We continued with radiation and chemotherapy, and now she is cancer-free. It is a miracle that she recovered from all of these problems."

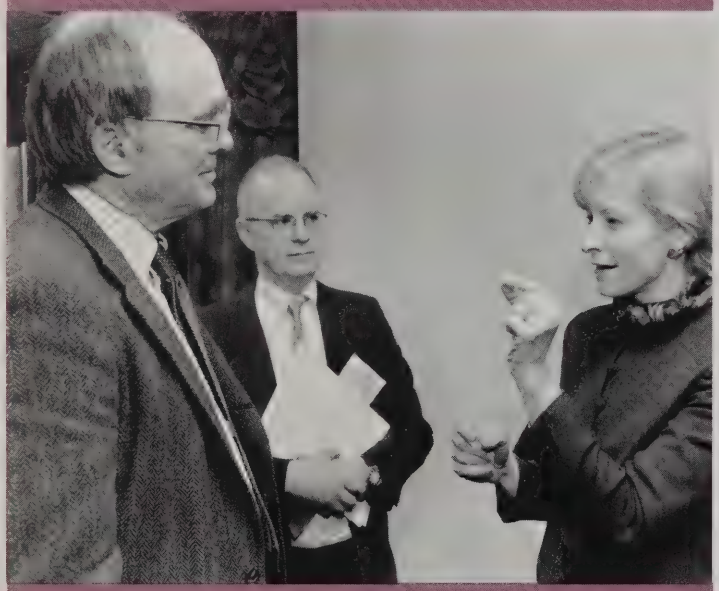
After two such devastating illnesses in their family, the Frasheris now are enjoying their lives in the United States. They still come to the MGH periodically for follow-up visits and will tell anyone who asks how they feel about the care they received at the hospital.

"Without physicians like Doctors Crawford, Donahoe and Nikrui, I don't know what we would have done," Llambi Frasheri says with a heavy Albanian accent. "For me, this hospital is the best in the world. I don't know in English the words to say how I feel about this place." ●

"ALEKSANDRA WAS VERY LUCKY THAT SHE GOT HERE. BECAUSE CUSHING'S SYNDROME WEAKENS THE IMMUNE SYSTEM, EVEN THE SLIGHTEST COLD OR INFECTION COULD HAVE BECOME FATAL."

— JOHN CRAWFORD, MD

First Partners Physicians Day



Barbara Smith, MD, PhD, right, director of the Gillette Center for Women's Cancers at the MGH, spoke about current concepts and controversies in breast cancer treatments at the Partners Physicians Day. From left, visiting Partners physicians Charles Mixter, MD, and Robert Hunt, MD.

Approximately 500 physicians from throughout the Partners network attended the first Partners Physicians Day Feb. 12 at the Marriott Copley Place Hotel in Boston. Sponsored by the Partners Office of Clinical Affairs, the event featured an overview of the state of health care in the United States, led by Samuel O. Thier, MD, Partners president and CEO, as well as several educational sessions about state-of-the-art medicine.

MGHers celebrate Black History Month

The strong voice of DeLayne Matlock filled the O'Keeffe auditorium Feb. 11 in celebration of Black History Month. The celebration, hosted by Patient Care Services, also featured a documentary film of African-American nurses reflecting on their experiences as people and as black professionals; a "passing of the torch" ceremony, in which veteran staff pinned young professionals with custom-made Black Heritage pins and gave them words of wisdom; a surprise honoring of Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, for her dedication to diversity at the MGH; and a panel discussion about issues and concerns of the African-American community. "Just don't be afraid to make things happen," said panel member Janine Fondon, editor and publisher of *Unity First* newspaper. "We're all committed to making a difference." This message was one of the central themes of the day's events.

Mary Williams, RN, joins Kerriann Carlin, RN, at the Patient Care Services event

Deb Washington, RN, speaks at the AMMP event

Also in celebration of Black History Month, the Association of Multicultural Members of Partners (AMMP) sponsored "Living for Something Larger" Feb. 16. Employees enjoyed "soul food" and participated in a discussion about the importance of learning from the struggles of African-Americans in the fight for freedom. Moderator Deborah Washington, RN, of MGH Patient Care Services, presented video and audio footage illustrating the horrors of the Middle Passage during slavery and first-hand accounts of slavery from former slaves, as well as the marches and nonviolent protests of the Civil Rights Movement.

"We must foster within ourselves the kind of leadership personified in Dr. Martin Luther King," said Washington, "A vision that we are still carrying forward today." She talked about the importance that leadership played in the Civil Rights Movement and stressed that leadership is the key to achieving King's vision and to achieving the goals of AMMP — recruitment, retention and advancement of minorities in all areas of Partners HealthCare System.

SAC meeting focuses on, celebrates MGH research

For two days early this month, members of the MGH community discussed, analyzed and celebrated the many facets of the hospital's research goals and accomplishments. The annual meeting of the MGH Scientific Advisory Committee (SAC) — a group of distinguished scientists who advise hospital leadership on its research mission — included a presentation of more than 80 scientific posters, talks on promising avenues of research and an intensive review — along with sometimes-candid discussion — of major programs and projects.

Special areas of focus at this year's meeting included CIMIT (Center for Innovative Minimally Invasive Therapy), the Clinical Research Program and the opportunities offered by genomics — the application of information from the Human Genome Project to the diagnosis and treatment of disease.

"This year's meeting was outstanding," says Dennis Ausiello, MD, MGH physician-in-chief, who moderated the meeting in his role as chairman of the Executive Committee on Research. "Our current Scientific Advisory Committee has a particular expertise in genetics, one of our major areas of interest. Their advice, as always, will be critical to our progress in this important area."

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MGH HOTLINE

WHAT'S HAPPENING

MGH Outdoor Club

The MGH Ski Club has changed its name to the MGH Outdoor Club. The name change reflects the other activities the club organizes, including white-water rafting, hiking and sky diving. All MGHers are welcome to join, and there is no fee. To become a member of the MGH Outdoor Club, send e-mail to *cskeuse@partners.org* or *lgarniss@partners.org*.

Kenneth B. Schwartz Rounds

All MGHers are invited to attend the 35th Kenneth B. Schwartz Rounds Feb. 25, noon to 1 pm in the Walcott Conference Room. The rounds will feature a discussion about "Communicating Genetic Risk: Pros, Cons and Counsel." Lunch will be provided. Nursing CEUs and Category 1 CME credits for risk management are available. To register, call 4-6862.

Clifford Stewart Memorial Scholarship Fund

A memorial scholarship fund has been established in memory of Clifford Stewart, a former Walsh Brothers construction manager who worked regularly at the MGH for many years. Donations may be made to the MGH in Stewart's name to support an endowed fund that will provide a $1,000 scholarship annually for education in a construction-related field. Send donations to the Clifford Stewart Memorial Scholarship Fund, c/o the MGH Development Office, 100 Charles River Plaza, Boston, MA 02114. For more information, call Barbara Welanetz in the MGH Planning and Construction office at 6-2442 or Chris Flynn, MGH Development, at 4-6441.

Minority Women's Health Forum

The first Minority Women's Health Forum at the MGH will be held Feb. 25, 2 to 5 pm, in the Wellman Conference Room. Several MGH physicians will speak about stress and depression, sexually-transmitted diseases and AIDS, parenting issues, menopause and HRT, hypertension and other health issues. A reception will follow. For more information or to register, call 4-3344.

Medical terminology courses

Partners Corporate Training will offer two medical terminology courses beginning in March. Medical Terminology I is open to MGHers wishing to gain a basic understanding of the subject. Medical Terminology II explores further detail into selected terminology of the body systems plus pharmacology, radiology, oncology and psychiatry. Davi-Ellen Chabner, author of *The Language of Medicine, 5th edition,* will be the instructor. This course costs $50. To register or for more information, call 4-3368.

Interhospital Women's Health Grand Rounds

Harvard Medical School's (HMS) Center of Excellence in Women's Health will host "Women and Tobacco Use: Does Gender Matter?" The grand rounds will be presented by Nancy Rigotti, MD, director of the MGH Tobacco Research Treatment Program, March 1, 5:30 pm in the Gryzmish Building, Sherman Auditorium, Beth Israel Deaconess Medical Center.

HMS Dean's Community Service award

Dean Joseph Martin of Harvard Medical School (HMS) is requesting nominations for the second annual Dean's Community Service Award. Emphasizing community service as an integral part of the HMS and Harvard School of Dental Medicine academic mission, the award recognizes and encourages participation in community service activities and programs. The deadline to nominate a faculty member, resident or student is March 24. An awardee's community service program will receive a check for $1,000. For more information and a nomination form, call 432-6131 or send e-mail to *suejeanne_koh@hms.harvard.edu*. Forms also can be downloaded and completed through the Internet by visiting *http://www.mfdp.med.harvard.edu/outreach*.

Free employee holiday parking

The MGH Parking Office will provide employees free parking in the front garages Feb. 21 (Presidents' Day). Employees must use a front garage access card (night, weekend, evening) for entry and exit. MGHers who do not have access cards may obtain a free card in the Fruit Street Parking Office. Employees without an access card will be required to pay the maximum daily holiday rate of $6.

Happiness is ... a blanket made with love

Sandy Spierdowis *(center),* and Kathleen Weaver, both of Foxboro, present handmade blankets to Tony Costello, 12, a patient at the MassGeneral Hospital for Children. Spierdowis and Weaver are members of the Massachusetts chapter of Project Linus, a group that makes blankets and delivers them to children at four Boston-area hospitals. Project Linus is named for the late Charles Schultz's character, Linus, who was known for toting around his security blanket. Schultz died Feb. 12. To learn more about Project Linus or to donate supplies for the blankets, call Kerian Nugent at (508) 695-0979.

MASSACHUSETTS GENERAL HOSPITAL

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February 25, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Gene transfer could improve function of aging hearts

Researchers from the MGH Cardiovascular Research Center (CVRC) have shown that delivering extra copies of a key gene to the heart muscle using gene therapy techniques can improve cardiac function in aging rats. In the Feb. 22 issue of *Circulation,* the team reports that transferring additional copies of the gene SERCA2a directly into the hearts of elderly rats alleviates a typical abnormality of aging hearts in which the heart muscle does not relax normally. Previous research has shown that increasing SERCA2a could improve function in actual heart failure, but this study was the first to show that altering gene expression could improve the more common heart abnormalities associated with aging.

"As our population continues to age in the coming years, we know we're going to be seeing more and more people with heart failure, which already is the most frequent cause of hospitalization in people over 65 in this country," says Roger Hajjar, MD, the paper's senior author. "The knowledge that increasing SERCA2a gene expression might improve function of the aging heart gives us a target for therapies that might prevent people from progressing to heart failure."

Hajjar adds that such therapies could be based on new medications that might impact the process controlled by SERCA2a or on new gene therapy approaches that promise to be more effective and safer than systems currently used in research studies. He also stresses that it is by no means certain that these animal results will carry over to human patients and that additional research is required to verify and follow up the current findings.

Hajjar's co-authors are Ulrich Schmidt, MD, PhD, first author; Federica del Monte, MD, PhD; Michael Miyamoto, MD, Takashi Matsui, MD, PhD, and Anthony Rosenzweig, MD, all of the MGH CVRC; and Judith Gwathmey, VMD, PhD, of Boston Medical Center.

MGH outlines plans for new ambulatory care building

To address the need for more space at the hospital, the MGH has begun a planning process for building a new ambulatory care building and parking facility using part of the Charles Street Jail site.

Preliminary plans call for the jail site to be divided into two sections. One half of the jail site will be used for the new ambulatory care building and an underground parking facility that will accommodate approximately 600 vehicles. The other half, which includes the jail structure, will be developed for commercial use, such as a hotel, retail or residential space.

The first phase of the ambulatory care building project will involve erecting a structure over the recently built Northeast Proton Therapy Center, which will offer approximately 180,000 square feet of additional space. The second phase of the project will include demolishing the Vincent Burnham Kennedy and Clinics buildings and constructing in their place a 200,000-square-foot building with an expanded basement for operational support.

The Charles Street Jail, which will be redeveloped for commercial use and the new ambulatory care building.

Although not part of the current construction project, the area above the underground parking garage represents a future development site for the hospital, so the garage will be designed to provide structural support for an additional building.

The estimated cost of the project is $180 million, which includes $125 million for the two-phase building, $21 million for the underground garage and $34 million to renovate space that will be vacated when people and programs move into the new building. At least one-third of the project cost is dependent on new fundraising efforts. The entire project is expected to be completed in 2006.

"Currently, our patients are experiencing unacceptable delays and inconveniences in receiving their outpatient care," says Michael Jellinek, MD,

(Continued on Page 2)

Happy anniversary Mass General Imaging-Chelsea

After a successful first year, Mass General Imaging-Chelsea celebrated its anniversary Jan. 7. The center is equipped with state-of-the-art diagnostic imaging devices to serve patients on the North Shore and surrounding communities. Since opening its doors in January 1999, the facility has cared for more than 6,500 patients with its high-speed computed tomography (CT) scanner.

Gloria Iovanna of East Boston, came to MGH-Chelsea last year for a CT scan of her head. "It was terrific," says Iovanna. "My appointment was for 1 pm, and they took me right away. I was out of there in 10 minutes and the staff was very nice." Iovanna, who regularly comes to the MGH for medical care, was referred to the Chelsea center by her doctor because of its proximity to her home.

Florence Berodi of Revere came to MGH-Chelsea in early February to have a CT scan of her kidneys. "When I was diagnosed with a tumor and decided I wanted a second opinion, I called Chelsea," says Berodi. "Lucy Medina-DeValle, listened to my story and was able to schedule an appointment right away. I finally felt at ease." Berodi says that Medina-DeValle, the Radiology Service representative, had extensive knowledge of the center and made Berodi feel special and comfortable. "The technologists were all very efficient, and I got my test results quickly. I would definitely recommend that anybody who needs a CT scan visit MGH-Chelsea," she says.

Kevin Sweeney, director of the center, says that patients are willing to travel to the Chelsea location from great distances because of the same-day or next-day service available. "Having fast access to top-quality MGH care is especially appealing to those patients waiting for answers to what can be perplexing or painful questions," says Sweeney. "Faster answers allow necessary treatments to begin sooner."

In its first year, MGH-Chelsea has processed more than 9,200 CT examinations of all parts of the body. While most CT scanners are located within the confines of a hospital, MGH-Chelsea's imaging facility, located at 100 Everett Ave., is a stand-alone facility that offers the most advanced CT scanner available today in a convenient community location. In addition, free transportation is provided to any patient who lives in the surrounding communities.

"Patients really seem to appreciate the free parking, but that's only one small nicety," says Sweeney. "It's the relaxing atmosphere and the timeliness of appointments that get the kudos." The success of the Chelsea site has prompted plans to establish a CT and MRI center at Mass General West in Waltham, with a target opening in mid-June. The new capabilities will complement the existing radiology services that include nuclear medicine, ultrasound and fluoroscopy.

To schedule an appointment at the Chelsea imaging center, call 884-1199 or 4-XRAY. For more information or for a tour of the facility, call 884-9928.

— New ambulatory care building

(Continued from Page 1)

MGH senior vice president for Administration. "We need to replace our outmoded buildings and add some new facilities. Ambulatory facilities on the main campus are filled to capacity, and the MGH's outpatient programs continue to experience significant growth. Given the ongoing migration of inpatient care to the outpatient setting, this trend is likely to continue."

The MGH acquired the Charles Street Jail site in 1991 as part of a transaction that involved selling land on Nashua Street to the Commonwealth of Massachusetts for the construction of the new Suffolk County Jail facility. The five-story, granite Charles Street Jail structure, which was completed in 1851, is listed on both the national and state Register of Historic Places.

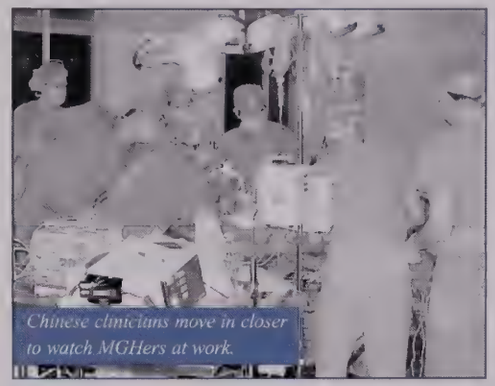
During the past two years, as on-campus space became tighter and the need for complementary functions such as hotel rooms and conference space grew, planning for the reuse and redevelopment of the jail site moved ahead.

The hospital soon will begin the permitting process with city and state regulatory agencies. In addition, the hospital will issue a request for expressions of interest to developers for the commercial part of the site. The MGH also will continue to work closely with the Mass Bay Transit Authority (MBTA) to integrate plans for renovating the Charles/MGH Station with the development of the site. The hospital has committed $2.5 million toward the modernization of the station.

"Development of the Charles Street Jail site is a wonderful opportunity," Jellinek says. "The MGH will work with the community, our staff and patients, the MBTA and the legislature to create what will be a very special gateway to the hospital, to Beacon Hill and to the city of Boston." ●

MGHers bring hope to cardiac patients in China

Coronary artery disease has become a growing problem among China's 1.3 billion residents — one that the country's medical professionals have not been equipped to address. Recently, however, the Chinese government and military have reached across their borders to learn more about the treatment of heart disease.



Chinese clinicians move in closer to watch MGHers at work.

Through an international health education organization called Project Hope, a team of MGH cardiac surgeons, cardiologists, nurses and technicians visited the Second Military Hospital in Shanghai, China. During a 10-day period in November 1999, the MGH team headed by David Torchiana, MD, chief of MGH Cardiac Surgery, evaluated 22 patients, performed 11 coronary bypass surgeries and gave daily lectures to hospital personnel.

"It was an incredible experience, and we were well received," says Marc Semigran, MD, an MGH cardiologist who went with the team. "They seemed excited to have us there and learn from us, and we learned from them too."

The MGH team included Torchiana, Semigran, Michael D'Ambra, MD; Arvind Agnihotri, MD; Barbara Hill, RN; Catherine Griffith, RN; Lisa Carr, RN; and Gerard Pelligrini. The MGH team got involved with Project Hope through David Adams, MD, associate chief of Cardiac Surgery at BWH, who has led BWH medical teams to several Chinese hospitals over the last two years. According to Torchiana, this Project Hope initiative was designed to bring a higher level of expertise to both the catheterization labs and cardiac surgery practices in five major centers in China. "China has a growing mortality rate from coronary artery disease as the country is becoming more westernized," says Torchiana. "While the surgeons are expert in valve surgery, they have very little knowledge of coronary bypass surgery. The Second Military Hospital, which is the busiest heart surgery center in Shanghai, had done fewer than 100 coronary artery bypass graft operations in the last 10 years."

According to Semigran, the MGHers helped the medical staff identify candidates for coronary bypass surgery and taught them how to care for patients before and after their operation. They also accompanied the Chinese physicians on their rounds in the intensive care unit, and Semigran performed some cardiac catheterization procedures.

"They were knowledgeable in the basic science of medicine, but when it came to application of that knowledge on the ward, they lacked the level of experience that we have," says Semigran. "We tried to help them bring more organization to their clinical practice and think of problems in a more systematic way. They were very appreciative of our help."

Despite the significant language barrier, the local hospital staff seemed interested in what the MGH team had to offer. "They were very willing to try our suggestions for new techniques," says Catherine Griffith, RN. "They were very attentive and extremely meticulous in their care of patients."

The MGH team plans to return to China for a follow-up visit in the near future. ●

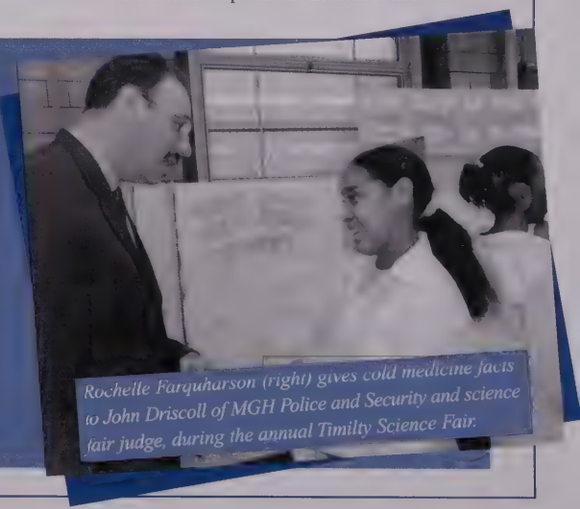
Inquiring minds answered at the annual Timilty Science Fair

Erin Heffernan, an eighth grader at the James P. Timilty Middle School in Roxbury, was probably the only one in her class to receive a model of the human brain last Christmas. This gift, given by her MGH mentor, Karlotta Fitch, HT, of Neuropathology, was very useful in completing her research on the brain size of humans, monkeys and rats for the annual Timilty Science Fair held Feb. 14 to 18. Heffernan was one of 540 students who presented science projects to their classmates, teachers and visiting MGH judges.

Collaboration between students and their MGH mentors for this event began last fall. The MGH mentors help their students research and collect information, but the students are responsible for choosing their topics and planning the actual design of the projects.

Kim Le, another student who participated in the MGH/Timilty mentoring program, chose to examine the effects of sensory stimulation on brain function. "I was curious to know how I could improve my test scores. For example, I wanted to know if listening to music while studying for an exam would help me get an 'A,'" explains Le.

Rochelle Farquharson chose her topic because she was afraid that her cold medicine was not working effectively. Farquharson inspected different types of cold medicine and studied the medications that friends and family were taking. She was happy to discover that the medicines do work, but that wasn't her favorite part of her project. "I actually liked doing the research at the hospital," says Farquharson. "I had the opportunity to meet a lot of doctors and nurses who love people and enjoy working at the MGH."



Rochelle Farquharson (right) gives cold medicine facts to John Driscoll of MGH Police and Security and science fair judge, during the annual Timilty Science Fair.

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MGH HOTLINE

WHAT'S HAPPENING

April vacation camp
The MGH Backup Child Care Center will sponsor an April vacation camp for children 6 to 12 years old, April 17 through 21. Tuition for the week is $200. Activities will include field trips, parties and games. To register, MGHers may call 4-8414 on March 15, beginning at 8 am.

Clinical trials compliance
The MGH Clinical Research Program (CRP) will sponsor two lectures to help investigators comply with federal regulations and Partners policies. "Are Your Clinical Trials in Compliance?" will be offered March 9, 4 to 5 pm in the Wellman Conference Room. Judy Scheer, MPH, RN, of the CRP Education Unit, will discuss the practical application of National Institutes of Health regulations and Partners human research policies to conducting clinical studies. The next presentation in this series will be offered in April. Registration is required. For more information and registration materials, call 6-1669 or send e-mail to *alsimmons@partners.org.*

Management strategies for entry-level coordinators
The Clinical Research Program will offer "Management Strategies for Entry-level Coordinators in Phase II-III Studies," March 8, 8:30 am to 12:30 pm, Wellman Conference Room. Topics include efficient workload management; using time management strategies and prioritization techniques; and negotiating the MGH clinical research system. For more information and registration materials, call 6-1669 or send e-mail to *alsimmons@partners.org.*

Children and Healthcare Week art fair
The theme of this year's Children and Healthcare Week art fair is "Who or What Keeps You Healthy and Safe." Art works will be displayed in the main lobby March 15 through 31. During that time, the general public will judge entries for creativity. Prizes will be given to the first, second and third place winners in three age groups. Employees' children and patients are encouraged to participate. Entries may be sent to Mary Lou Kelleher, RN, at Ellison 17, or to John D'Angelo at VBK 6. For more information, call 4-5720.

PeopleSoft order confirmation update
Purchasing has received positive feedback from MGHers taking advantage of the new purchase order (PO) confirmation process. MGHers should remember to include e-mail addresses on all paper requisitions sent to Purchasing. For more information or to request that confirmations be sent to one specific person, call 4-5957 or send e-mail to *knorris@partners.org.*

MGH Cancer Center/HOPES seminars
The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) presents educational seminars for patients, families and MGHers. Drop-in yoga classes will be offered March 9, 16, 23 and 30, noon to 1 pm, in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Quit Smoking Service
The MGH Quit Smoking Service will offer an eight-week group program beginning March 8, 5:30 pm. Topics include information about nicotine replacement and Zyban, preparation for quitting, coping with stress without cigarettes, preventing weight gain, and relapse prevention. A telephone support line is available to participants. For more information, call 6-7443.

EAP work/life resources expo
The Employee Assistance Program will offer a work/life expo March 16, 11 am to 1 pm in the Wellman Conference Room. Information about balancing work and family; stress management; child and elder care; financial counseling; alcohol and drugs; nutrition and activity clubs will be available. Refreshments will be served, and MGHers can get a free head and neck massage.

Bikers rev up their engines for the MGH Burn Unit

Approximately 350 motorcycle riders journeyed from Quincy to Plymouth recently to raise money for the MGH Burn Unit in memory of fellow biker Joseph Conti, Jr. The bikers raised $5,320 for the Joseph Conti Memorial Fund.

Last year, Conti was involved in a fire at his workplace, where he was deemed a hero by co-workers for his efforts to help stop the fire and save other employees. Conti suffered severe burns and was treated at the MGH Burn Unit before he died.

As a tribute to his heroic efforts, Conti's friends and family established the memorial fund in his name to raise money for the MGH Burn Unit and other programs that were important to Conti. To date, the MGH Burn Unit has received a total of $8,711 in memory of Conti.

Event organizer Diane Marotta, right, with a fellow biker at the "bikeathon."

MASSACHUSETTS GENERAL HOSPITAL

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100 Charles River Plaza, Suite 600
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March 3, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

PARTNERS PROGRESS

Partners joins effort to upgrade UAE health care system

Partners HealthCare System has agreed to join two other medical centers in an effort to help the United Arab Emirates (UAE) develop a better national health care system. The agreement, reached in January, defines Partners as a subcontractor, along with Johns Hopkins Medical Center and the Carolinas Healthcare System, working for a general contractor called Emirates Palomar Medical Technology Services. According to the contract, Partners is committed to be involved for the first three years of the 14-year project.

Established as a country in 1971 and approximately the size of Maine, the UAE is home to nearly 3 million people. Since the discovery of oil during the 1960s, the UAE has experienced a booming economy and has become a major player in the Arabian Gulf. The country's health care system, however, has not seen similar progress, a situation the UAE government is committed to changing.

"This project represents an exciting opportunity for Partners to expand its international health care practice and gain valuable experience working closely with a foreign health care system," says David Jones, executive director of the Partners International Program. "By exporting our expertise

(*Continued on Page 3*)

MGHer rises above and beyond the call of duty to help co-worker

Jane Burleson, RN, a nurse on Blake 13, is the kind of colleague that every MGHer wants. She's intelligent and animated, kind and concerned about others, a team player. And last year she went beyond the call of duty as a co-worker when she donated her kidney to Maria LoDuca, MSW, a social worker on her unit.

LoDuca was suffering from polycystic kidney disease, which causes hypertension and renal failure. She continued to work, despite the fact that her kidneys were operating at 10 percent of normal function. She needed a kidney transplant. One of her closest friends was found to be a match, but unfortunately she was diagnosed with hypertension during the testing process and was ruled out as a possible donor. LoDuca's condition worsened, and she feared that she would have to begin dialysis.

In the winter of 1999, Nina Tolkoff-Rubin, MD, of the MGH Renal Unit, LoDuca's nephrologist, called LoDuca into her office. "I thought Dr. Rubin wanted to talk to me about the process of beginning dialysis, but instead she informed me that someone had come forward and was a match." When Rubin told her that Burleson was a match, LoDuca was stunned. "I couldn't imagine what to say to Jane," says LoDuca. "All I could manage was 'So, I just saw Dr. Rubin.'" Burleson describes the next moments like a scene from a movie. "Everything around us faded away, and instantly we were zoomed in together. When finally we were alone, we hugged and cried together," she says.

That was the beginning of their journey through the organ donation process. Although Burleson was technically a match for LoDuca, she needed to undergo more tests to determine if she could be a donor. She was required to have an EKG, chest X-ray, psychiatric evaluation, a special CT scan and an arteriogram — a test in which a catheter is inserted into the femoral artery in the groin and a dye is injected to view the blood vessels of the kidneys to determine which kidney will be used. While in recovery from the arteriogram, Burleson was told she had fibromuscular dysplasia (FMD) — a condition that could cause stroke or hypertension if she were to donate her kidney — and she was ruled out as a donor. "When I heard this, I broke down and sobbed from some place in my

(*Continued on Page 2*)

Maria LoDuca, left, and Jane Burleson

— MGHer rises above and beyond the call of duty

(Continued from Page 1)

heart that I didn't know existed. I didn't know how badly I wanted to do this until someone took it away from me," she says.

Burleson was convinced that she did not have FMD and began to research the disease to prove it. Three days later she called Rubin to tell her that she still wanted to donate her kidney. Five out of the seven MGH vascular specialists who looked at the results of the arteriogram decided that the diagnosis was questionable enough to let Burleson proceed under one condition: Burleson would have to undergo open exploratory surgery, led by Dicken Ko, MD, of MGH Transplant Surgery, during which Ben Cosimi, MD, chief of Transplant Surgery, would determine if it was safe to proceed. Burleson agreed.

On the day of the surgery, Burleson and LoDuca went into adjoining operating rooms, not knowing what the outcome would be. LoDuca told Burleson "no matter what happens, you've already given me so much." Burleson said that those parting words gave her the strength to proceed.

"I remember being in recovery and pulling myself out of the anesthesia to find out what had happened," says Burleson. The operation was a complete success. "I cried with joy when one of the doctors told me that Maria was doing well," she says.

LoDuca remembers feeling better from the moment she awoke after the operation, which was performed by Francis Delmonico, MD, of Transplant Surgery. "It was like I was a baby being born again," she says.

LoDuca and Burleson were out of work for three months and six weeks respectively. Friends and co-workers were supportive in the weeks and months that followed the transplant. Colleagues sent over food, arranged for their homes to be cleaned and even donated earned time to each of them.

"People's first reaction, when they hear our story, is to cry," says LoDuca. She has returned to work on Blake 13 and is living life fully. "If you don't believe in miracles, you should, because a miracle happened to me," she says.

Burleson has made a full recovery as well. "Although you give the gift of life, as a donor you also get the gift of life. I feel honored that God gave me the opportunity to do this for Maria," she says. "I knew I was a match before they even drew one drop of blood. I just knew it from somewhere deep inside me."

For more information about organ donation, call (800) 446- 6362. ●

The 2000 Pamela J. Ellis Memorial Secretarial Award

I nominate _____ Dept._____

Unit no. *(if known)*_____ Job title_____

Nominee's phone_____

Submitted by_____

Relationship to nominee_____

Job title_____ Dept._____

Phone_____

Please attach answers to the following questions:

1. In what way does the nominee demonstrate professionalism, service to patients / families / customers and a commitment to the highest work ethic?

2. Please cite examples of how the nominee exhibits strong interpersonal skills, warmth in approach and compassion in dealing with others.

3. Please provide an overall statement about the excellence of the nominee's secretarial work.

Ellis award nominations

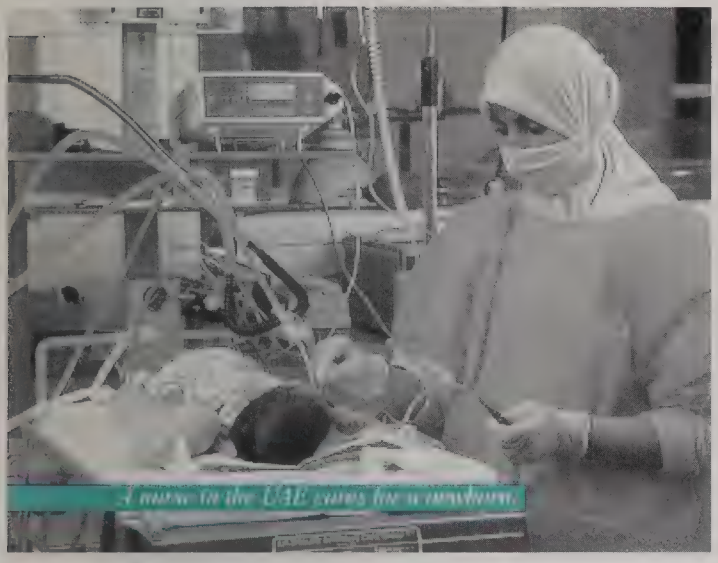
Nominations are being accepted now for the 2000 Pamela J. Ellis Memorial Secretarial Award, established in memory of Pamela J. Ellis, who served as an executive secretary at the MGH from 1992 to 1996.

The $1,000 award will be given to an MGH employee who exhibits the outstanding qualities that Ellis demonstrated during her tenure, and will be presented at the Secretaries Day luncheon April 26 at the MGH. All clerical support staff are eligible, and any employee may submit a nomination.

The nomination forms *(left)* along with additional requested information may be sent to Debbie Lavandier in Human Resources Administration, Bulfinch 360, or faxed to 6-6989. Nominations also may be e-mailed in a similar format to *dlavandier@partners.org.* Additional forms may be picked up in Human Resources offices at the following locations: White 14; 75 Blossom Court; CNY Building 149; and at the Chelsea, Charlestown, Everett, Boston Evening and Revere health centers.

All nominations are due March 24, by 3 pm. For more information, call 4-7835. The winner will be notified prior to the luncheon.

— Partners joins effort to upgrade UAE health care system



A nurse in the UAE cares for a newborn.

(Continued from Page 1)

and best practices, we can have a very real and lasting impact on improving global medicine."

Mortimer J. Buckley, MD, former MGH chief of Cardiac Surgery, and Gilbert H. Mudge, Jr., MD, director, Cardiac Transplantation at BWH, are providing physician leadership for the project.

"This relationship offers a wonderful opportunity to take care of the needs of a number of patients who cannot be cared for in the current setting," says Buckley. "From a humanitarian perspective, it is interesting, useful work. It also is a good fit for our capabilities. Physicians are asked to share expertise in patient care, research and teaching — what we do best. Right now, the contract covers the military and their families, but we hope that in the future it will extend to the general population."

Approximately 160,000 military members and their families are eligible to receive care under the contract agreement with the UAE government. Palomar's contract states that up to 300,000 patients can be cared for, allowing future growth of the number of eligible individuals.

Palomar is responsible for operating the UAE hospitals and clinics to deliver primary, secondary and tertiary care. Partners and the two medical centers will provide care that cannot be delivered in the UAE.

In the past few years, approximately 1,000 military-based patients from the UAE have obtained care abroad. From this estimate, Partners expects to see about 300 to 350 patients. In the first three weeks of the agreement, Partners hospitals have already received 20 referrals.

Partners physicians also will visit the UAE. During their trips, physicians will have opportunities not only to evaluate and care for patients but also to teach UAE clinicians about new treatments and techniques and to participate in planning for clinical improvements.

"They have good technology and good physicians there already," says Edwin McCarthy, corporate manager for Partners International Marketing and Business Development. "What they lack are the systems, programs and training to utilize what they have more efficiently. The pieces of the puzzle are there; it is just a matter of helping them put them together."

Two areas that Partners initially will focus on are cardiac care and women's health. According to Buckley, physicians in the UAE perform catheterizations and some minimally invasive procedures. They do not, however, provide comprehensive preventive and diagnostic care. Women's health services as practiced in the western world do not exist in the UAE. For example, regular breast exams, mammography screenings, hormone replacement therapy and gynecologic oncology services are not widely available.

For more information about the project, contact McCarthy at 4-5407.

Minority Women's Health Forum

The first MGH Minority Women's Health Forum and Reception was held Feb. 25, in the Wellman Conference Room. Topics were specifically geared to minority women working at the MGH and ranged from stress, sexually transmitted diseases, parenting issues, menopause, hypertension and general lifestyle and health issues. Speakers included event organizer Laura Riley, MD, of MGH Vincent Obstetrics and Gynecology Service; David Henderson, MD, of the MGH Psychotic Disorders Program; Anne Beal, MD, of the MassGeneral Hospital for Children; Nadine Thomas, MD, of Internal Medicine; Lorna Prince, RN, of Patient Care Services; Winfred Williams, MD, director of the MGH Multicultural Affairs Office; and Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service.

From left: Nadine Thomas, MD; Winfred Williams, MD; Laura Riley, MD; Anne Beal, MD; and David Henderson, MD.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program seminar series

The Clinical Research Program will host "Confidentiality and Subject Privacy," the fifth in a series about ethics in clinical research, March 13, 11:45 am to 1 pm in the Burr 5 and 6 Conference Rooms. Lunch will be provided. To register, call 6-1669.

Ethics forum series

The MGH Ethics Task Force will sponsor "Guardianship: Who will speak for me when I can't?" March 8, 5 to 6 pm in the Wellman Conference Room. Refreshments will be served. The panel of speakers will include MGH representation from ethics, legal and social work. For more information, send e-mail to *skdodge@partners.org* or call Sandy Dodge at 4-5348.

Public parking rate increase

The public parking rates for the Fruit and Parkman Street garages will be increased in March to $5 for one hour up to $30 for a 24-hour period. The increase will not affect patient, visitor or employee rates. The increase in public parking rates deters the general public from using MGH garages and helps save space for MGH patients and their visitors. All patients and their visitors will need to have their parking tickets validated to get reduced rates. Validation is available only pfor patients and their visitors and not available for employees, contractors or other guests at the hospital. Patients and visitors requiring validation must go to the MGH Validation Desk, Main Lobby, 8 am to 8 pm; the MGH Parking Office, ground level, Fruit Street Garage, between 7 am and 5 pm; or the White Information Desk, after 8 pm. Any questions can be directed to the Parking Office at 6-8886.

MassGeneral Hospital for Children website

The new and improved MassGeneral Hospital for Children website is live and may be visited at *http://www.massgeneral.org/children.* The website features the service's mascot, Pedie the bear, as the site navigator.

Finding Gene Expression Patterns in Cancer

The Clinical Research Program will sponsor a new seminar series, "Genomics Approaches to Common Diseases," designed to educate clinical and basic investigators about recent advances in genomics. The first lecture, "Finding Gene Expression Patterns in Cancer," will be held March 28, 4 to 5 pm in the O'Keeffe Auditorium. Todd R. Golub, MD, assistant professor of Pediatrics, HMS, and research scientist, Whitehead/MIT Center for Genome Research, will discuss genome-wide expression analysis in cancer. Registration is recommended. For more information, send e-mail to Alison Simmons at *alsimmons@partners.org* or call 6-1669.

Longwood Symphony Orchestra

Join the Longwood Symphony Orchestra, March 4 at 8 pm, for a concert to benefit the Dimcock Community Health Center in Roxbury and to honor Susan Pauker, MD, of Harvard Vanguard. Tickets are $15 general admission and $7.50 for students and seniors. For ticket information, call 536-2412 or send e-mail to *lwong@partners.org.*

MGH Cancer Center HOPES seminars

The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will present "When You Need a Blood Transfusion," facilitated by Elizabeth Johnson, RN, MSN, OCN, of Patient Care Services, March 7. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Kathy Clair-Hayes, MSW, of MGH Social Services, will be offered March 8. "Improving Posture and Balance After Head and Neck Surgery," facilitated by Laura Plummer, PT, and Deborah Watts, PT, of MGH Physical Therapy, will be offered March 10. All seminars are held in the Cancer Resource Room, Cox 1, noon to 1 pm. For more information, call 4-1822.

Town meeting for house staff and clinical fellows

Isaac Schiff, MD, chair of the Executive Committee on Teaching and Education, and Deb Weinstein, MD, director of Graduate Medical Education, will host a town meeting for house staff and clinical fellows, March 6, 5 to 6 pm, Walcott Rooms 2 and 3. James J. Mongan, MD, president of the MGH, and Brit Nicholson, chief medical officer, also will be present. For more information or to suggest discussion topics, send e-mail to *dweinstein@partners.org* or send a fax to 6-2118.

He's back!

Padihershef, the 2,500-year-old mummy who resides in the Ether Dome, has returned home to the MGH after his four-month visit to the Boston Museum of Science's exhibit "Virtual Egypt." He was unpacked carefully Feb. 28.

MASSACHUSETTS GENERAL HOSPITAL

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March 10, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Protein controls proliferation of hematopoietic stem cells

An MGH research team has identified a key protein that appears to control the development and proliferation of hematopoietic stem cells. These cells, which are found in the bone marrow and blood, are capable of developing into any kind of blood cell. The discovery of a molecular switch that makes this possible, a protein called p21, may solve a major limitation to the use of these stem cells — the fact that they occur naturally in very small numbers and rarely reproduce.

"Hematopoietic stem cells tend to be very rare and inactive," says David Scadden, MD, of the MGH Cancer Center and AIDS Research Center, senior author of the study appearing in the March 10 issue of *Science*. "Stem cell transplants — as well as gene therapies that may someday be developed using these cells — need a lot of cells to ensure they will engraft in a recipient's marrow. If we could induce stem cells to proliferate without differentiating into specific types of blood cells, we could get the number of stem cells we need from a single tube of blood instead of having to extract a large amount of bone marrow."

Scadden continues: "Perhaps even more exciting are recent reports that some hematopoietic stem cells have the potential to develop into cells of many different types in addition to blood cells. If we could identify and expand the population of those cells, the possibilities for treating conditions — from injuries to cancer — would be enormous."

The study, led by Tao Cheng, MD, of Scadden's lab, confirmed that p21 acts like a molecular brake, keeping inactive stem cells from proliferating. The next step in the research will investigate whether inactivating p21 in a specialized cellular environment could allow cells to proliferate at high levels. The study's other co-authors are Neil Rodrigues, MS; Hongmei Shen, PhD; and David Dombkowski, of the MGH AIDS Research Center; and Yong-guang Yang, MD, PhD, and Megan Sykes, MD, of the MGH Transplantation Biology Research Center.

MGH makes progress in containing supply expenses

Over the last year, the MGH has made significant progress in controlling the supply expenses that increased dramatically in fiscal year 1999, when supply costs grew by nearly 15 percent. Addressing this issue was essential to balancing the fiscal year 2000 budget. Initiatives adopted hospitalwide during the second half of fiscal year 1999 have produced some favorable results.

Last March, James J. Mongan, MD, president of the MGH, established a supply expense task force comprised of senior management, key department heads and representatives from Materials Management. The goal of the task force was to evaluate hospitalwide supply expenses, determine what was causing the higher-than-expected costs and make recommendations to solve these problems.

According to Katie Hope, MGH budget director, the task force found that the MGH was not alone in facing skyrocketing expenses. "Teaching hospitals in the Boston area and around the country are experiencing the same thing we are," says Hope. "With changes in technologies, new devices, better drugs and advanced therapies, clinical supply costs are becoming higher and higher. And in some cases it is utilization that has driven up the costs."

Cost-reduction efforts have long existed throughout the hospital. The goal of the task force was to coordinate these efforts and to develop a more defined plan and structure for committees to work together to control expenses without compromising the quality of patient care.

One example of an already-established committee that has focused on cost reduction is a Patient Care Services committee led by Karen Miguel, RN, co-chair of the Nursing Practice Committee, and Joanne Empoliti, RN, advisor for the Nursing Practice Committee. For the last two years, the committee has evaluated the expense, utilization and clinical effectiveness of supplies.

"This has been a collaborative effort with Materials Management to bring up questions and suggestions for changes in our supply vendors," says Empoliti. "When Materials Management suggests a new product that is less expensive, our group tests the product to make sure it is clinically sound. We don't want to change just for the sake of changing." This particular group has streamlined products, reduced special ordering and refined utilization

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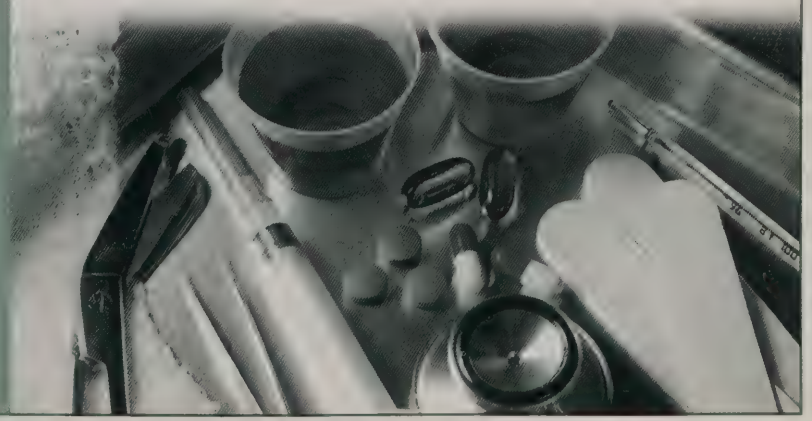


Harvard Pilgrim plan unveiled

On March 2, the state announced a plan to keep Harvard Pilgrim Health Care (HPHC) nonprofit and locally controlled. Announced at a press conference by Massachusetts Attorney General Thomas Reilly, Insurance Commissioner Linda Ruthardt and Governor Paul Cellucci, the plan would release the HMO from state receivership.

The rehabilitation plan needs to be reviewed by the Supreme Judicial Court following a public hearing. If approved by the court, the receivership will end and the current management team will be allowed to implement its turnaround plan.

The Massachusetts Hospital Association commended the attorney general and the state receiver for stabilizing HPHC, but recognized that there was more work to be done.

The plan reassesses HPHC-owned health centers at their current market rate and redefines nearly $200 million in tax-exempt bonds in a way that creates a positive net worth. Also, because the insurance commissioner can defer interest and principal payments to bondholders, HPHC has been able to report the surplus required for being taken out of receivership. Charles Baker, CEO of HPHC, has cited the managed care company's withdrawal from Rhode Island, workforce reductions and rate hikes of approximately 10 to 15 percent as additional reasons for their financial turnaround.

The attorney general and insurance commissioner expressed optimism about the HMO's financial performance in January and February but will stay involved in overseeing the turnaround process.

— Containing supply expenses

(Continued from Page 1)

practices to help control costs while maintaining the same high quality of patient care.

Materials Management has led efforts to implement several cost-savings initiatives, such as using remanufactured toner cartridges in printers, resulting in $55,000 in savings over four months. The hospital changed its primary shipping vendor to UPS, a move that generated a 30 percent savings and resulted in improved services. And using Staples as the primary vendor for office supplies gives Partners hospitals a significant discount on office products.

According to Hope, another effort that resulted from the task force's evaluation was the initiation of an employee training program for PeopleSoft, the integrated financial and procurement software system that was implemented in 1998. The goal of the program, called PeopleSoft University (PSU), is to help managers understand information they receive from the PeopleSoft financial reports and take steps to better interpret and manage their own costs. PSU began in December, and the response so far has been good, says Hope.

With all of the cost-containment efforts — both large and small — being made throughout the hospital, members of the task force and hospital leadership are optimistic that supply expenses will be better contained. "Work still has to be done to get our expenses under more reasonable control," says Mongan. "I am pleased to see, however, that everyone at the hospital has taken this matter very seriously. Together we have implemented thoughtful solutions to some of our problems." ●

Materials Management welcomes new director

Thomas Kirkland has his job cut out for him. As the new director of Materials Management at the MGH, Kirkland has an opportunity — and a challenge — to make changes in the department to help support the hospital more efficiently. The Materials Management Department includes staff from Linen Services, Office Services, Patient Transport and Equipment Services, Receiving and Distribution, and Supply and Utilization.

One of the major changes that Kirkland is undertaking is participating in hospitalwide efforts to control supply expenses *(See Page 1 story)*. "I hope to bring my expertise and leadership to the table in our cost-reduction efforts so that we can obtain success," says Kirkland.

Kirkland brings more than 30 years of experience to the MGH. He worked in several hospitals and hospital networks in the Midwest — the most recent being the Detroit Medical Center.

According to Kirkland, the structure of Materials Management is changing from being centrally managed at the Partners level to being directed by the individual Partners hospitals. A new corporate director of Materials Management has been hired at Partners, and Kirkland has a new counterpart at BWH. Kirkland is working closely with the other hospital directors to set some standardized practices across Partners while maintaining autonomy for the day-to-day operations at the MGH.

Another of Kirkland's goals is to bring more customer focus to Materials Management. "Our department is a service," says Kirkland. "We are here to take care of customers, and our satisfaction comes in accomplishing this goal. I hope to be a leader in making the right changes to achieve better customer satisfaction and will look to the Materials Management staff for their support."

MGH Vital Signs: FY 2000 first-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1999
Net Patient Service Revenue	$187.0	$ 2.7	$169.4
Direct Research Revenue	43.3	(0.6)	39.5
Other Operating Revenue	36.7	2.6	33.9
Total Revenue	267.0	4.7	242.8
Salary and Benefits	102.3	(0.7)	97.2
Supplies and Outside Services	58.7	(0.4)	55.6
Other Operating Expenses	60.3	(1.6)	58.0
Direct Research Expenses	43.3	0.6	39.5
Total Expenses	264.6	(2.1)	250.3
Current Operating Gain (Loss)	2.5	2.6	(7.6)
Prior-Year Adjustments	2.8	0.0	2.8
Gain (Loss) from Operations	**5.2**	**2.6**	**(4.8)**
Non-operating Gains (Losses)	10.0	6.4	(1.3)
Net Gain / (Loss)	$ 15.2	$ 9.0	$ (6.1)

Financial overview: The MGH had a good first quarter with significant improvements from last year's first-quarter results in reducing length of stay, a higher inpatient volume and a decrease in supply expenses. The hospital is reporting an operating gain of $5.2 million for the first quarter of FY 2000.

Supplies and outside service costs have decreased significantly for the first quarter with only a $ 0.4 million variance to budget. To address the challenge of high supply costs, teams throughout the MGH continue to focus on cost reduction *(See Page 1 story).*

Admissions were strong, above budget by 202, while admit-to-observe cases were below budget. Because of Medicare's newly implemented regulations, admissions and admit-to-observe cases are reclassified, affecting the budget variances.

Length of stay (LOS) was slightly above budget at 6.00 days, compared with a budget of 5.94 days, but is .77 days below prior year. Because of the consistent focus to reduce LOS throughout the hospital, the MGH has recorded average LOS of under 6.00 days in nine of the last 10 months. The hospital continues to focus on reducing LOS for 2000.

Average daily census was above budget by 20 at 629.

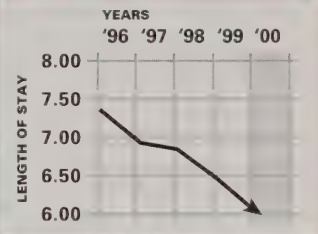
Outpatient visits exceeded both budget and fiscal year 1999. A significant amount of the outpatient volume was low intensity, however, consisting of visits for flu shots.

Admissions — Five-year trend

FY '00 actual:	9,635
FY '00 budgeted:	9,433
FY '99 actual:	9,090
Patient days	57,851
Inpatient surgeries	4,133
Births	695

Length of stay — Five-year trend

	Days
FY '00 actual:	6.00
FY '00 budgeted:	5.94
FY '99 actual:	6.77

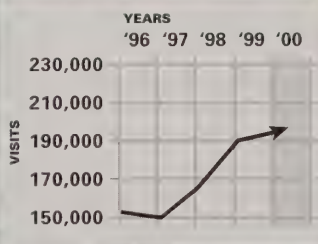


Average daily census — Five-year trend

FY '00 actual:	629
Average beds in service	853
Occupancy rate	74%
FY '00 budgeted:	609
FY '99 actual:	669

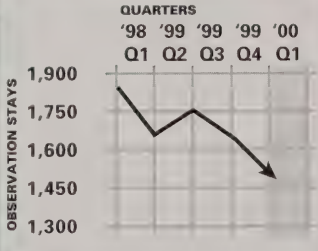
Outpatient visits — Five-year trend

FY '00 actual:	192,650
Clinic visits	104,789
Health center visits	70,384
Emergency visits	17,477
FY '00 budgeted:	177,895
FY '99 actual:	190,608
Outpatient surgeries	3,473



Observation stays — Five-quarter trend

FY '00 actual:	1,474
FY '00 budgeted:	1,650
FY '99 actual:	1,797
Chemotherapy infusion	221
Routine post-procedure recovery	379



MGH Pain Pulse measures pain management

It is time again for the MGH to have its "pulse" taken. On March 22, the annual MGH Pain Pulse simultaneously will measure the pain level of all inpatients — and some outpatients — in the Cancer Center and in the Walk-in Unit on WACC 1. During the survey, clinical staff will ask patients questions about the pain they are feeling and how that pain has affected them during the past 24 hours. Patients will rate their pain level on a scale of 0 (no pain) to 10 (worst pain imaginable).

Results from last year's Pain Pulse indicated that 25 percent of hospitalized patients at the MGH had pain levels of 5 or above. Literature states that any rating of 5 or above indicates a significant amount of pain and need for additional interventions. Results from this year's MGH Pain Pulse will be compared with last year's data and used to track future progress and support educational programs for staff. Pain Pulse results will be reviewed with the Partners' medical chiefs and other MGH caregivers.

The MGH Pain Pulse is part of The MGH Cares About Pain Relief Initiative, a collaboration between the MGH Palliative Care Service, the MGH Pain Service, the Department of Radiology and Patient Care Services. For more information about the MGH Pain Pulse, call David Borsook, MD, PhD, of MGH Radiology and co-director of the MGH Cares About Pain Relief Initiative, at 6-1744; Annabel Edwards, RN, MSN, of the MGH Pain Service, at 4-1203; or Heather Young, RN, MSN, project manager for the MGH Cares About Pain Relief Initiative, at 4-9193.

The Boston Heart Party begins annual campaign

The MGH and other Partners affiliates are participating for the second year in the Boston Heart Party, a two-month campaign to educate women about cardiovascular disease. The program includes information about cardiovascular disease risk factors and heart health management tips for women, as well as free blood pressure, cholesterol and blood glucose screenings.

Partners, Pfizer, Inc., a research-based pharmaceutical company, and CareGroup, a health care system that includes Beth Israel Deaconess Medical Center, sponsor the campaign, which runs from March 18 through Mother's Day, May 14.

The Boston Heart Party screenings will be held at many sites around the Boston area and will be administered by health care professionals from Partners, CareGroup and their affiliated health centers. The results will be given to each woman at the time of the screening. For those who wish to receive follow-up care, physician referrals will be provided upon request. The screenings are open to all women free of charge.

"Women in the United States have a one in two risk of dying from heart disease and stroke," says Claudia Chae, MD, of the MGH Cardiology Division. "However, with lifestyle changes and treatment of associated conditions like hypertension, diabetes and high cholesterol, this risk can be significantly reduced. The Boston Heart Party is a valuable opportunity to extend our screening and education efforts about cardiovascular disease to women in our communities." ●

Schedule

MGH Senior Health
100 Charles River Plaza, 5th Floor
March 24, April 3 and 7, 2 to 4 pm

MGH Revere HealthCare Center
April 12 and 26, 2 to 5 pm
May 1, 1 to 3 pm

MGH Charlestown HealthCare Center
April 27, 1 to 5 pm

MGH White Lobby
May 5, 7:30 am to 5 pm

MGH Chelsea HealthCare Center
May 11, time to be announced

All appointments should be made by calling the Physician Referral Service at 1-800-711-4MGH.

— New MGH affiliates

(Continued from Page 1)

many of whom speak Italian. The health center, located at 332 Hanover St., currently serves approximately 10,000 patients and employs more than 100 people. The center offers primary care and many specialties, such as pediatrics, obstetrics and gynecology, dermatology, mental health services and dental care.

The 140-bed North End Community Nursing Home, located at 70 Fulton St., provides both skilled nursing and rehabilitation services to its long-term and short-term residents. The nursing home also focuses on its patients' psychological and social need to stay connected to the North End community and its predominantly Italian culture. The nursing home employs 150 people.

"Today is a landmark in the history of the North End Community Health Center and Nursing Home," said Elaine Wilson, a board member of the organization. "This affiliation will enable us to continue our long tradition of serving the health care needs of the North End community."

James J. Mongan, MD, president of the MGH, said that the MGH shares a commitment to preserving high-quality health care in the North End. "The MGH recognizes that the work of keeping communities healthy begins right here in neighborhood health centers," Mongan said. "We acknowledge and applaud their tremendous 30-year commitment to keeping high-quality health care accessible and affordable in the North End. We look forward to working with them into the future."

The MGH currently licenses and operates four community health care centers: Boston Evening Medical Center-MGH, MGH Charlestown, MGH Chelsea and MGH Revere. ●

Calling all children ... and families too

MassGeneral Hospital for Children will celebrate Children and HealthCare Week, March 20 through 24, with interactive and educational activities for children and families. In addition, the annual health fair, at which children can learn about health and safety, will be held March 22, 9 am to 5 pm on the Bulfinch lawn. This year's theme is "The States of Good Health."

Schedule of activities

March 20		
• Harvard Minuets	1 to 2 pm	pediatric inpatient units
• Clown troupe	6:30 to 7:30 pm	pediatric inpatient units
March 21		
• Joint Pediatrics and Patient Care Services Grand Rounds "Complementary Medicine — A Parent's Perspective" Speaker: Deborah Rissotti, RN, parent of a 16-year-old girl with multiple medical challenges	noon to 1 pm	O'Keeffe Auditorium
• R. Archer, magician	2 to 3 pm	pediatric inpatient units
March 22		
• Children's Health Fair "The States of Good Health"	9 am to 5 pm	Bulfinch lawn
• Children unable to attend the health fair will be entertained by the Celebration Shop Singers, Jim Newton and Paul Hill		
• Celebration Shop Singers free concert	6 pm	WACC Lobby
March 23		
• Hurt Alert Day — day of pediatric awareness about pain initiative and strategies	all day	throughout hospital
• Clown troupe	11 am to noon	pediatric inpatient units
• Aquarium on the Road	1 to 3 pm	pediatric inpatient units
• Veritones a cappella group	7 to 8 pm	pediatric inpatient units
March 24		
• Dan Grady, marionette	11 am to noon	pediatric inpatient units
• Family-centered Care Awards	2 to 3 pm	Ellison 18 Day Room
All week		
• Art Fair — art designed by children from all over the state with the theme "Who or What Keeps Me Healthy or Safe?" will be displayed. Winners in each of three age groups will be announced March 31.	all day	Main Lobby
• Graffiti Wall — patients can write or draw about coping with pain. This will be on display in the Main Lobby toward the end of the week.		

For general questions about Children and HealthCare Week, call Mary Lou Kelleher, RN, at 4-5720.

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MGH HOTLINE

WHAT'S HAPPENING

A. Clifford Barger Award

All MGHers are invited to attend the A. Clifford Barger Excellence in Mentoring Award ceremony, March 23, 4 to 5:30 pm in the Carl Walter Amphitheater, HMS, 260 Longwood Ave. David Corey, MD, of MGH Neurobiology, will receive the award. For more information, call 432-1847.

New ATM at CNY

The Harvard University Employees Credit Union will install a surcharge-free ATM in the CNY offices of Partners HealthCare System. The new ATM will be installed by April 1 on the first floor of Building 149. MGHers interested in receiving an ATM card should stop by Clinics 134 or the credit union main office in Harvard Square. For more information, call 6-1630 or 495-4460. MGHers also may obtain information by visiting *www.huecu.org.*

Blood pressure screening

The Massachusetts General Physicians Organization and Occupational Health Services will sponsor a blood pressure screening day, March 22, 8 am to 4:30 pm in the Department of Nutrition and Food Services, Blake Basement (opposite the entrance to Eat Street Café). Educational materials will be available. For more information, call 4-6336.

Compassionate Caregiver Award

The Kenneth B. Schwartz Center is currently accepting nominations for the annual Compassionate Caregiver Award, which honors caregivers in Massachusetts who display extraordinary compassion in caring for patients. The winner will receive $5,000, which will be shared if there is more than one winner. Any professional caregiver who has direct contact with patients in Massachusetts is eligible for this award. Nomination forms can be obtained by writing to the Kenneth B. Schwartz Center, 100 Charles River Plaza, Suite 600, Boston 02114, by calling 4-6416 or by faxing to 6-7661. Nominations are due by May 15. The award will be presented in October. For more information, call Carol Fain Walters at 4-6416.

MGH Cancer Center HOPES seminars

The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will present "Fear of Death: Spiritual Resources," facilitated by Fr. Michael McElhinny, SM, of the MGH Chaplaincy, March 21. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Evelyn Malkin, MSW, of MGH Social Services, will be offered March 22. All seminars are held in the Cancer Resource Room, Cox 1, noon to 1 pm. For more information, call 4-1822.

Marketplace foods to go

The Eat Street Café now is offering "marketplace foods to go." Soups by the quart cost $2.95 each and varieties include chicken noodle, beef vegetable, minestrone and lentil squash. Also available are homemade pasta entrees, including macaroni and cheese (16 oz.) for $2.95 and baked ziti with meat sauce (20 oz.) for $3.25.

Stephanie M. Macaluso, RN Award

Nominations for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award are due by April 21. Nomination forms are available at the Gray Lobby desk. Nurses, occupational therapists, physical therapists, respiratory therapists, speech and language pathologists, social workers and chaplains are eligible. For more information, call 4-5801.

Spanish for Health care

Registration begins March 20 for "Spanish for Health Care," a class sponsored by MGH Human Resources and Partners Corporate Training. Beginning Spanish will be offered Tuesdays, April 4 through June 27, noon to 1:30 pm at Founders Hall. Intermediate Spanish will be offered Mondays, April 3 through June 26, 5:15 to 7:15 pm at 185 Charles River Plaza. The cost is $110 for MGH employees, and the MGH will refund 65 percent of the fee upon successful completion of the course. Both classes emphasize health care situations and settings. For more information or to register, call 4-3963.

Women's careers seminar

The MGH Office for Women's Careers March 3 offered a presentation skills seminar to women physicians and PhDs at the MGH, to assist them with improving their effectiveness as speakers. The training was provided by Craddock Communications, a firm experienced in training medical personnel to be effective presenters in a variety of situations. Frances Hayes, MD, of MGH Medicine, *(right)* works on her presentation skills with Teri Goudie *(center)* and Bobbie Lawrie, consultants from Craddock Communications.

MASSACHUSETTS GENERAL HOSPITAL

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by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

March 24, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH study: aspirin use low in patients with coronary artery disease

An MGH study found that despite evidence that aspirin can work as an effective prevention tool in patients with coronary artery disease, aspirin use in such patients is low.

"With all of the investment this country makes developing new medications to treat disease, it is very important to utilize effectively the medications we already have," says Randall Stafford, MD, PhD, of the MGH Institute for Health Policy and General Medicine Division, the study's author.

Coronary artery disease — also commonly referred to as coronary heart disease — is the single largest killer of both men and women in the United States. An estimated 1.1 million Americans will suffer heart attacks this year, and more than 40 percent of them will die. In someone with the disease, blood vessels in the heart become narrowed causing such problems as angina, heart attacks and sudden death. Among patients known to have coronary artery disease, the use of aspirin cuts the risk of future problems by one-third by interfering with the formation of blood clots.

Stafford's study, which appeared in the March 14 issue of *Circulation: Journal of the American Heart Association,* looked at physician-reported rates of aspirin use in patients with coronary artery disease. Analysis of 10,942 office visits of patients with the disease found that although reported aspirin use had increased from 5 percent of patients in 1980 to 26 percent in

(Continued on Page 2)

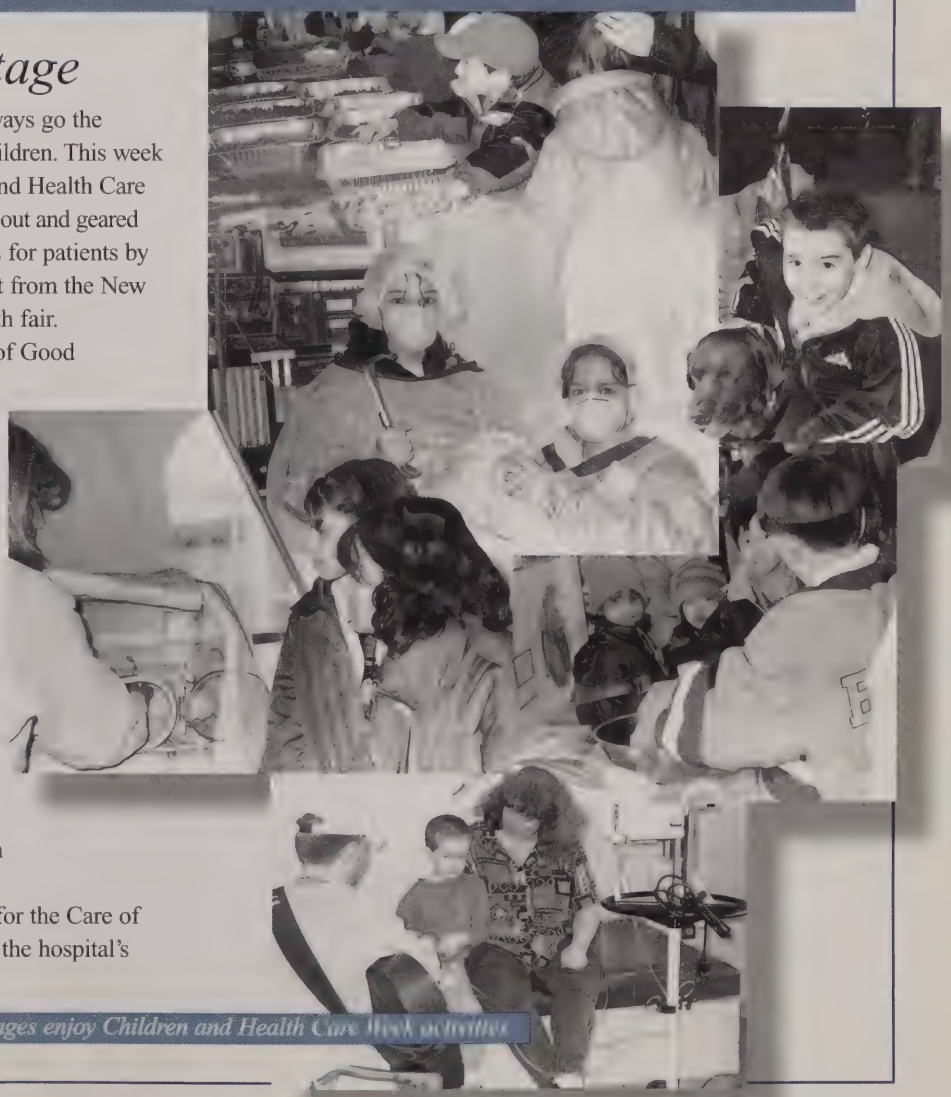
Children take center stage

MassGeneral Hospital for Children staff always go the extra mile to provide the best available care to children. This week they went one step further to celebrate Children and Health Care Week, March 20 through 24, by hosting events about and geared toward children. Highlights included performances for patients by singers, magicians, clowns and puppeteers, a visit from the New England Aquarium and the annual children's health fair.

The theme of the health fair was "The States of Good Health," and more than 1,200 children from across Massachusetts visited booths — each representing a U.S. state — to learn about health and safety. Many of the booths were interactive, with opportunities for kids to try on scrubs, touch a real heart, get weighed, brush a giant set of teeth and do arts and crafts related to health care.

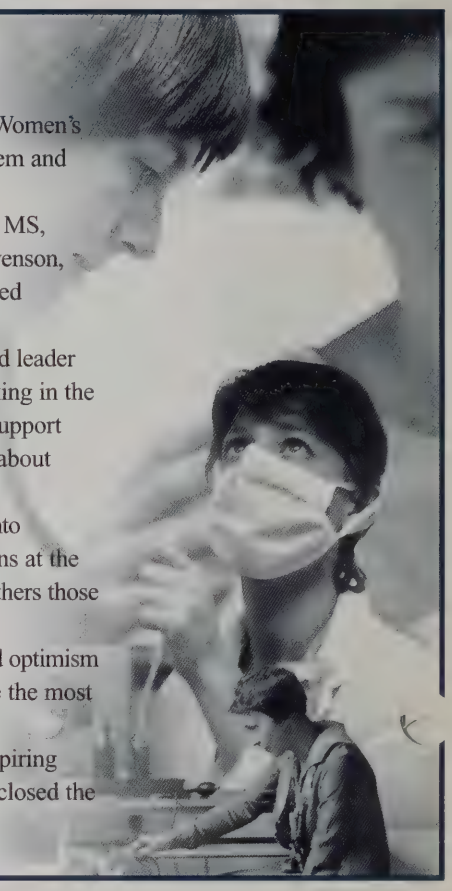
A few awards also were given to celebrate the week. Winners of the Family-centered Care Awards were announced March 24 at a "Celebrate Us" party. Winners of the art fair will be announced March 31. Art designed by children from all over the state with the theme "Who or What Keeps Me Healthy or Safe?" is on display in the Main Lobby.

Last year, the MGH received the Association for the Care of Children's Health 1999 Award for Excellence for the hospital's participation in Children and Health Care Week.



Children of all ages enjoy Children and Health Care Week activities

AMMP celebrates "Phenomenal Women"



The Association of Multicultural Members of Partners (AMMP) recently celebrated Women's History Month with a program honoring women throughout the Partners HealthCare System and recognizing women in leadership roles.

Bonnie Michelman, director of Police and Security at the MGH; Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse at the MGH; and Tina Brown-Stevenson, former vice president of System Development for Partners Community HealthCare, Inc., delivered inspirational and informative speeches about how women can become effective leaders.

"Anybody can be a good leader in good times," Michelman said. "It is not so easy to be a good leader in bad times, and in health care, we deal with bad times." She talked about her experiences working in the male-dominated field of security management and about the need for both men and women to support each other in the workplace. "Women need to be focused, to be risk-takers and to be passionate about what they do to make a difference," said Michelman.

Ives Erickson said that the MGH is an example of an organization in which women do advance into leadership positions, as evidenced by the fact that there are many women in management positions at the hospital. She stressed the importance of developing mentoring relationships and recognizing in others those qualities that make them effective leaders.

"Leaders leave legacies," Brown-Stevenson told members. "Responsibility, knowledge, drive and optimism are key traits to success in leadership. Women who take initiative and ask for what they want are the most successful. In a dog sled race, the first dog has the best view."

AMMP members were given a copy of *Phenomenal Women* by Maya Angelou, a book of inspiring poems for and about women. Gaeil Thompson, chair of the AMMP public relations committee, closed the celebration by reading an excerpt from one of the poems.

—Aspirin study

(Continued from Page 1)

1996, only about one-quarter of patients reported taking aspirin in 1996.

The study also showed that aspirin use was less likely to be reported in patients over the age of 80, and that more men than women reportedly took aspirin. Cardiologists were slightly more likely than primary care physicians to recommend aspirin to patients.

Although Stafford acknowledges that physicians and their patients may fail to report aspirin use and that some patients should not take aspirin, he adds: "Even if aspirin use were double what we report, this would still represent suboptimal use of this life-saving medication. A substantial number of patients are at higher-than-necessary risk of developing future heart problems because they are not taking aspirin."

This study was supported by the National Heart, Lung and Blood Institute. ●

Radiology goes robotic

MGHers may be a bit surprised when they spot in the hallways their newest colleague: a robot. During the first week of April, the Department of Radiology will add a robot to its team to transport radiological films to Emergency Radiology and the Dodd Interpretation Area. Previously, Radiology used a telelifter to carry heavy loads between sites. Because of the relocation of the department from WACC 2 to the Blake sub-basement, however, a new mode of transport became necessary.

Seventy hospitals nationwide currently use a robot to deliver a variety of items, from pharmaceuticals to medical records. During the pilot phase at the MGH, the robot will be making a trip once an hour from the Blake sub-basement to the Dodd Interpretation area on Blake 2, 8 to 11 am and 2 to 5 pm. The Radiology Department will be working with MGH Buildings and Grounds to determine the impact on the Blake service elevators. For more information, call Barbara Hubley, operations manager at 4-1059.

Reintroducing the FYI column

This week, *Hotline* is reintroducing the special column called "FYI" to help keep MGH staff and employees apprised of important information related to their roles and responsibilities within the MGH community. The column will be run in conjunction with the FYI poster and e-mail campaign. The FYI campaign also is meant to help prepare MGHers for the Joint Commission on Accreditation of Health Care Organizations survey, which is expected to take place this fall.

FYI: *MGH resource guide to hospital ethics*

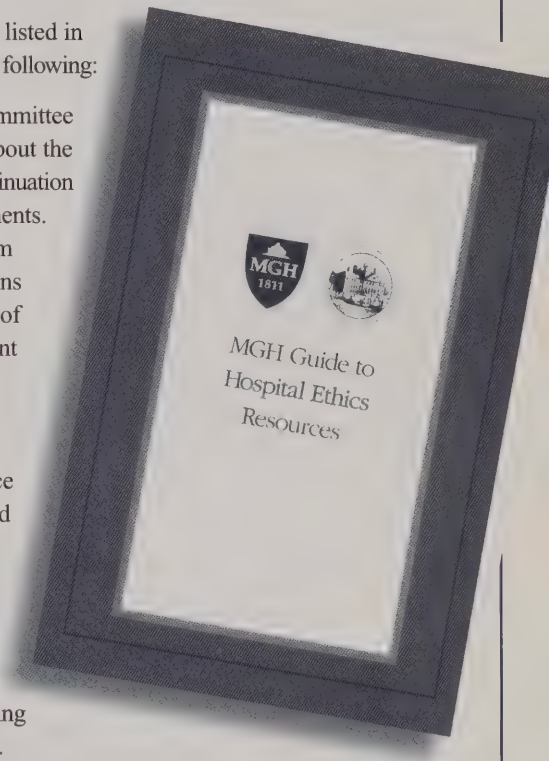
In an environment like the MGH, situations can arise that present challenging ethical dilemmas — often without straightforward, clear-cut solutions. For example: Who can a nurse talk with about a dying patient who requires specific decisions about his or her care but has no friends or family? How can an investigator find ethical guidance for planning and conducting an AIDS research study involving patients from the hospital? Where can patients find more information about obtaining and completing an advance directive for their care?

The MGH Ethics Task Force is issuing an updated guide to inform MGHers about the many resources in the hospital that can help address these day-to-day ethical issues. The guide lists the many committees, consult services, administrative resources and educational opportunities that exist to help staff — as well as patients, families and students — through ethically problematic situations.

According to Alex Flather-Morgan Cist, MD, a member of the MGH Ethics Task Force and other hospitalwide ethics committees, the first step for a staff person to take when faced with an ethical problem is to talk with those directly involved in the situation and with a supervisor. "Staff members should feel comfortable raising any issues and seeking guidance," says Cist.

Some of the resources listed in the ethics guide include the following:

- The Optimum Care Committee provides consultation about the use, limitation or discontinuation of life-sustaining treatments.
- The Chaplaincy Program offers ethics consultations regarding spiritual care of patients as well as patient and family support.
- The Human Research Committee facilitates investigators' compliance with hospital policies and government agency regulations by reviewing, evaluating and approving research involving human subjects.
- The Office of Patient Advocacy staff serves as liaisons between patients and the hospital. Patient advocates address patient rights and responsibilities, advance directives, and moral and ethical issues.
- The Ethics Task Force is a multidisciplinary group that meets monthly to discuss ethical issues of interest to the hospital community. The task force sponsors the Ethics Forums to discuss ethical topics of interest with staff and other visitors.



The MGH Guide to Hospital Ethics Resources is being distributed throughout the hospital to physicians, nurse managers, house officers and new employees. Copies also can be found in the Blum Patient and Family Learning Center. For more information, call Cist at 6-3734 or Sandy Dodge at 4-5348.

MGHer wins HR award

Angela Hardie of MGH Human Resources was recently presented the 1999 Human Resources Partnership Award by Boston Mayor Thomas Menino at an employer appreciation breakfast held by The Work Place, a service organization that trains individuals re-entering the work force. Hardie was nominated for the award by Jewish Vocational Services for her work in placing 60 Welfare-to-Work individuals in positions throughout Partners.

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MGH HOTLINE

WHAT'S HAPPENING

Manager and supervisor series
Partners Corporate Training and Human Resources will offer a spring series for managers and supervisors. Twenty-three courses are available, covering many essential management issues. Brochures with schedules and course descriptions have been mailed to managers. For more information, send e-mail to *training@partners.org,* or call 6-2230.

Neuroendocrinology lecture
The first Nicholas T. Zervas, MD, Distinguished Lectureship in Neuroendocrinology, "The Pituitary Gland and the Neuroendocrinology of the Stress Response," will be held April 4 at noon in the Ether Dome. The keynote speaker will be George Chrousos, MD, director of the Pediatric and Reproductive Endocrinology branch of the National Institutes of Health. This lecture is sponsored by the MGH Neuroendocrine Clinical Center.

Friends of the MGH Cancer Center DIALOGUE
The Friends of the MGH Cancer Center will present a DIALOGUE: "Cancer — Early Detection is Best — A Delphi Panel," April 18 in the O'Keeffe Auditorium, 5:30 to 7:30 pm. The audience will participate to determine what are the best early warning signs of cancer. Henry Mankin, MD, former chief of MGH Orthopaedics, will moderate a panel of physicians. Refreshments will be served. For more information, call 6-1602.

Friends Fighting Breast Cancer silent auction
Friends Fighting Breast Cancer will host a silent auction to benefit breast cancer research at the MGH, April 1 at Spinelli's, Route 1 South, Lynnfield, 6 pm to midnight. The event also includes food and dancing to the B Street Bombers Band. Tickets cost $35. Checks and ticket requests can be mailed to Friends Fighting Breast Cancer, 9 North Hill Drive, North Reading, MA 01864. For more information, call (978) 664-5027.

MGH Cancer Center HOPES seminars
The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will present "Parenting in Challenging Times: A Drop-In Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, March 28, 11 am to noon. "Exercise Before, During and After a Bone Marrow Transplant," facilitated by Kim Halloran, PT, and Eileen Valis-Kerr, PT, of MGH Physical Therapy, will be offered March 29, noon to 1 pm. All seminars are held in the Cancer Resource Room, located on Cox 1. For more information, call 4-1822.

Buddhist meditation sittings
The MGH Chaplaincy will sponsor Buddhist meditation sittings in the chapel, located on Ellison 1. The sittings will be held one Thursday a month, 2 to 2:30 pm. The next sitting will be April 20. As with all services in the chapel, people may come and go during the service.

Pain Relief Champion seminar
The MGH Cares About Pain Relief Initiative will offer the second Pain Relief Champion seminar, April 25 and 26 at Meltzer Auditorium, Mass Eye and Ear Infirmary. The seminar is a two-day, multidisciplinary conference focused on helping clinicians develop strategies to manage complex pain issues and build better skills to advocate for patients with pain. The seminar is free and open to all MGH clinicians and administrators. Space is limited. For more information, call 4-9193.

Kenneth B. Schwartz Rounds
All MGH care providers are invited to attend the 36th Kenneth B. Schwartz Rounds, March 31, noon to 1 pm in the Walcott Conference Room. Lunch will be provided beginning at 11:45 am. The rounds will feature a discussion about "When is it okay for a family to refuse treatment for a child with cancer." Nursing and Social Work CEUs and Category 1 CME and Risk Management credits are available. To register, call 4-6862.

Documentary about cancer
A screening of the HBO documentary *Cancer: Evolution to Revolution* will be held March 29, 6 to 8 pm in the O'Keeffe Auditorium. The evening will include an informal reception, the 30-minute screening of the documentary preview and a discussion of the latest advances in the prevention, early detection and treatment of breast and colorectal cancer. Guest speaker will be Barbara Smith, MD, of the Gillette Center for Women's Cancers at the MGH. MGHers can RSVP by calling 632-5859.

MGHer wins prestigious anesthesiology award

Elliott V. Miller, MD, of MGH Anesthesiology, recently was awarded the Citation of Merit, the highest recognition of achievement among colleagues in the Academy of Anesthesiology. "I was speechless," says Miller. "I was so surprised that my wife had to tell me three times to go up to the podium and accept the award." This international award honors Miller for his dedicated leadership in the field of anesthesiology, including his role as the 1988 president of the Academy of Anesthesiology.

MASSACHUSETTS GENERAL HOSPITAL

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Boston, MA 02114.
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March 31, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH increases capacity for PET scans

The Department of Radiology, working with MGH administration, acquired a new positron emission tomography (PET) camera last summer to step up the hospital's use of the technology for patient care. The newest PET camera is temporarily housed in a modular trailer located across the street from the Massachusetts Eye and Ear Infirmary until renovations are completed on White 2.

PET detects changes in the physical size or structure of internal organs as other imaging technologies do, but PET also detects changes in cellular function. Because these functional changes may take place before physical changes occur, PET can provide more information to make an earlier diagnosis of a disease.

The MGH had been the only hospital in New England to own a PET scanner for about 20 years (Dana-Farber Cancer Institute got installed one). Recently new applications for PET have been approved by the Health Care Financing Administration (HCFA), resulting in the need for a second scanner at the MGH. The HCFA approvals allow the cost of the applications to be reimbursed by Medicare. (Continued on Page 2)

From left, Hergenrother demonstrates the second PET scanner with Paul Roy, RTN, an MGH Nuclear Medicine technologist.

JCAHO survey expected this fall

The MGH recently received an application from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), which means a team of JCAHO surveyors will be visiting the hospital sometime this fall. The JCAHO visit will be a comprehensive review of hospital programs, policies and procedures.

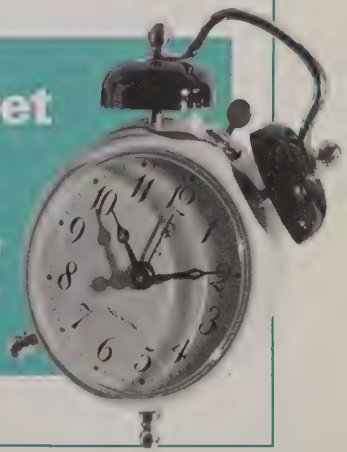
"We now are making the final preparations for the survey," says Maryanne Spicer, director of Corporate Compliance and chair of the JCAHO steering committee. "Throughout the hospital, individuals and departments are stepping up their survey training and planning, with the support of the hospitalwide JCAHO steering committee."

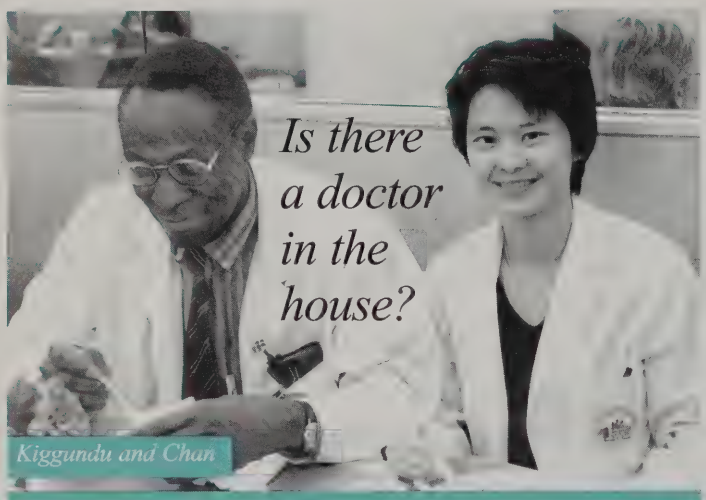
Most hospital departments have been preparing for the survey since the last one took place three years ago. For example, the Human Resources (HR) Department offers several support initiatives to help managers meet JCAHO standards for human resources management.

HR initiatives include monthly reports to managers listing fiscal year 2000 employee performance evaluations that are due and those completed to date; revised JCAHO-compliant job description and performance evaluation templates; and newly created age-specific *(Continued on Page 2)*

Don't forget

Daylight saving time begins April 2 at 2 am. Remember to turn your clocks ahead one hour.





Kiggundu and Chan

Is there a doctor in the house?

Physicians sometimes are asked to take care of the sick and injured even when they are not on duty. Two MGHers recently were called into action as they were taking a break from their hectic work schedule. Annie Chan, MD, and Edward Kiggundu, MD, of MGH Radiation Oncology, were eating their lunch in the Eat Street Café when someone nearby yelled: "Is there a doctor here? Someone needs help!"

Without hesitation, Chan and Kiggundu rushed over to find a man having a seizure. The two physicians quickly and efficiently took care of the man until Patient Transport Services arrived to take him to the Emergency Department.

"He will be just fine," Chan said calmly as she and Kiggundu returned to their places at the lunch table. All in a day's work at the MGH.

— JCAHO survey

(Continued from Page 1)

and position-specific competency assessment forms, all of which are located on the MGH Intranet at *http://is.partners.org/hr/forms/index.html.*

HR staff members will work closely with MGH managers over the coming months by offering workshops and meeting with individual departments to help managers meet JCAHO human resources standards and to provide specific information about competency assessment, an anticipated "hot button" for this year's survey.

The Outpatient Practice Support Unit also is getting into high gear to prepare for the survey. Outpatient staff have borrowed the game-show idea from ABC-TV's "Who Wants to be a Millionaire?" to create a fun and innovative way to prepare the outpatient practices for the survey — "Who Wants to be a JCAHO-Standardaire?" The practices are organizing cross-functional teams to answer five JCAHO-related questions by e-mail. Team members can refer to their "lifelines," in this case, the JCAHO standards manual or the online version of the *Comprehensive Accreditation Manual for Hospitals.*

The JCAHO steering committee continues to use the FYI campaign, which includes posters, e-mails and newsletter articles, to convey important information about the JCAHO survey preparations to MGH. The next FYI poster *(see Page 1)* about the hospital's mission is being distributed throughout the hospital this week.

A series of fliers called the FYI Papers is being added to the campaign to help inform employees about specific topics such as quality improvement activities, patient confidentiality and patient care assessment. The first of the FYI Papers — about ethical standards and resources at the MGH — is being distributed next week to patient units and departments.

The JCAHO steering committee also can provide a self-assessment checklist to help department heads evaluate their department's readiness for the survey.

For more information about the JCAHO survey, call Spicer at 6-5109. ●

— MGH increases capacity for PET scans

(Continued from Page 1)

"This modality is fantastic," says John Hergenrother, RTN, of Nuclear Medicine. "You can see things that you can't with other modalities, such as MRI or CT scanning. This capability can help physicians make quicker decisions about treatment and also can help avoid more invasive exams or surgery."

Because of the advantages of PET scans, the technique can be used in the early detection of diseases in which CT and standard MRI can detect only structural changes that occur later in the disease process.

According to Hergenrother, PET has proved to be accurate in detecting many neurological and cardiac disorders as well as some cancers in their early asymptomatic stages. Studies have shown that PET provides 10 to 20 percent more accurate detection over conventional approaches.

PET also has proved useful in the assessment of the progress of a disease — a process called staging. For example, when a cancer patient is treated with chemotherapy, PET can detect whether the chemotherapy is affecting the tumor.

HCFA has approved five applications for PET scan use — two for the staging and evaluation of lung cancer in addition to those for colorectal cancer, melanoma and Hodgkins and non-Hodgkins lymphomas. PET also has demonstrated effectiveness in detecting ovarian, breast, pancreatic, thyroid and musculoskeletal cancers and can be useful for diagnosing conditions of the brain such as seizure disorders, stroke and tumors. These applications currently are under review for reimbursement by HCFA.

"The HCFA approvals are encouraging," says George Desko of Radiology. "There is a growing interest among clinicians across the country to examine the use of PET more closely and evaluate the possibilities."

For more information or to schedule a PET scan, call 6-8367. ●

MGH Ether Dome — site of innovation

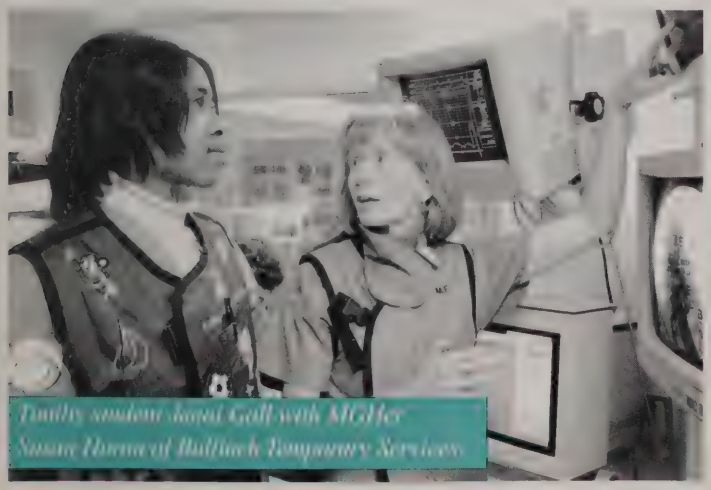
More than 50 people came to the MGH March 25 to visit the Ether Dome as part of the inaugural tour of the Boston Innovation Trail. A first-of-its-kind interactive tour, the trail highlights many medical, biomedical, technological, financial and educational discoveries that are part of Boston's history. The trail was launched in conjunction with the BIO 2000 conference being held at the Hynes Auditorium.

Donna Burgess, *(below, center)* a tour guide for the trail, gave a brief overview of the first demonstration of the use of ether in surgery that took place in the Ether Dome in 1846. The Ether Dome will continue to be one of the highlights on the tour.

Real world experience

MGHers are needed to host seventh-graders for the fourth annual City of Boston Middle School Job Shadow Day May 16. Job Shadow Day introduces students to the world of work, promotes career exploration and helps students make the link between school and career. Students from the Timilty Middle School will be at the MGH from 9 am to 1:30 pm.

For more information about hosting a student, call the Timilty Partnership at 4-3210.



Timilty student Jamal Gall with MGHer Susan Barnes at Bulfinch Temporary Services.

Seniors get more than health care at the MGH

The MGH is a place where people come to get well and stay well. In that spirit, the MGH Senior Supper Club will provide senior citizens with an inviting and affordable place to dine at the Eat Street Cafe.

The Senior Supper Club, which begins April 3, will offer adults over 60 a 10 percent discount on meals between 4 and 6 pm every day. Seniors must sign up for the club in the Eat Street Café and will be given an identification card. There is no cost for registration.

"We are pleased to have this golden opportunity to reach out to the older community," says Susan Barraclough, manager of Retail Food Services and Production at the MGH. "We hope that the club will foster a social environment in which participants can get to know each other and get an affordable meal."

According to Barbara Moscowitz, MSW, LICSW, geriatric social worker for MGH Senior Health, many of these seniors live alone and cannot maintain daily food preparation. "They feel lonely and disconnected," she says. "This is a big city, and the MGH wants to open its doors to help. The Senior Supper Club not only will be providing healthy meals at a lower cost, we will be providing companionship, which is just as important for good health."

The program specifically will target MGH's neighbors, with special outreach to senior residence homes Amy Lowell House, Beacon House and Blackstone. Shuttles will be available to take residents to and from the MGH. MGH employees will be visiting these homes to register residents for the program before it begins.

"This program will take existing resources and expand them to the community," says Barraclough. "It also will expose participating seniors to the other wonderful things that the MGH has to offer, such as the chapel, Images beauty salon, the MGH General Store and Flower Shop and programs specifically geared toward seniors." There also will be occasional live musical entertainment and programs about nutrition, fitness, and other topics of interest to seniors.

Anybody who is over 60 is eligible for this program, including MGH employees. For more information, call Barraclough at 4-4027 or Moscowitz at 6-4600 ext. 7802.

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MGH HOTLINE

WHAT'S HAPPENING

Neuroendocrine symposium

The MGH Neuroendocrine Unit will present a patient symposium, "Acromegaly and Growth Hormone Deficiency," for patients with pituitary disease, April 3, 9 am to 2 pm in the Walcott Conference Rooms. Breakfast and lunch will be provided. Registration is required. To register, call 4-1579.

Student research opportunities

The Mallinckrodt General Clinical Research Center (GCRC) program will provide stipends up to $2,500 for medical, pre-medical and nursing students to become involved in clinical investigation on the GCRC. These fellowships provide the opportunity to mentor students during the summer. Applications are due by May 1. For more information, access the program public folder "Mallinckrodt GCRC" through Microsoft Outlook at any Partners workstation or call 6-6886.

Corporate challenge

Join the MGH Running Club for the Chase Corporate Challenge 3.5-mile race, June 7 at 7 pm on Boston Common. To join the MGH team, bring an original signed release form and entry fee to Kate Ulbricht, Blake 1096 (may be left under the door) or send it through in-house mail to Kate Ulbricht, Pharmacy Department, Clinics 060. Forms may be printed by visiting *www.chasecc.com/bos_runr.pdf* and are due by April 10. Registration will be confirmed by e-mail. For more information, visit *www.chase.com.* Runners are responsible to pick up their own race-day packets between 10 am and 5 pm, June 2, 5 and 6 at Conventures, 1 Design Center Place, Suite 718, Boston.

HMS program and awards ceremony

The Kinsey Caucus and Harvard Medical School (HMS) will present "The Last Legal Discrimination: The Impact of Public Policy on the Gay and Lesbian Community," April 6, 4:30 pm at the Carl Walter Amphitheater, 260 Longwood Ave. The program will be followed by the presentation of the second annual HMS/HSDM Harold Amos Faculty Diversity and Staff Diversity Awards.

Charlestown public health van

The MGH Charlestown HealthCare Center, the Boston Public Health Commission and the Bunker Hill Housing Development will sponsor "The Health Connection — Boston's Public Health Van," Fridays through June 30, 10 am to 1 pm at the Bunker Hill Housing Development, 41 McNulty Court, Charlestown. Free and confidential services will include health screenings, health education and information about health insurance and other community services.

Charlestown Health Awareness Day

The MGH Charlestown HealthCare Center will co-sponsor a "Health Awareness Day," April 27, 1 to 5 pm at Johnnie's Foodmaster, Bunker Hill Mall. Screenings for blood pressure, cholesterol and diabetes will be provided. Information about breast and cervical health, nutrition, smoking, skin cancer, the Women, Infant and Children (WIC) program and the Charlestown Cardiovascular Health Improvement Project will be available. For more information, call 4-8197.

Ethics forum series

The MGH Ethics Task Force will sponsor a forum, "Crossing Cultural Boundaries: Caring for International Patients in Boston," April 5, 5 to 6 pm in the Ether Dome. Refreshments will be served beginning at 4:30 pm. For more information, call 4-5348 or send e-mail to *skdodge@partners.org.*

MGH Cancer Center HOPES seminars

The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will offer drop-in yoga, April 6, 13, 20 and 27. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Vicki Cotton, MSW, of MGH Social Services, will be offered April 3. "Managing Symptoms: Nausea and Vomiting," facilitated by Nina Grenon, RN, MSN, CS, of the MGH Hematology/Oncology Unit, will be offered April 4. All seminars are held in the Cancer Resource Room, located on Cox 1, noon to 1 pm. For more information, call 4-1822.

BabyFaire

Boston's Biggest BabyFaire will be held April 1, 9 am to 5 pm, and April 2, 10 am to 5 pm at the Bayside Expo Center. The MGH will sponsor a booth with Newton-Wellesley and North Shore hospitals. Information about healthy eating, breast-feeding, allergies, bike safety and play for toddlers will be available.

Research career fair

The World of Opportunities Research Career Fair will be held April 27, 11 am to 5 pm at Partners Corporate Training, 185 Charles River Plaza. Scientific sessions will be held throughout the day, and MGHers will have the opportunity to meet with MGH Human Resources and lab managers to discuss open positions. For more information, visit the Partners website under "web events" or call 4-8495.

Alcohol screening day

April is National Alcohol Awareness Month. Information about research and referral resources will be available April 6, 9 am to 4 pm in the Main Corridor. Experts will be available to answer questions. For more information, or to find out about free and anonymous screening, call 4-9383.

Secretarial and clerical support luncheon

The 2000 Secretarial and Clerical Support Day Luncheon and Pamela J. Ellis Award presentation will be held April 26, noon to 2 pm under the Bulfinch tent.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
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April 7, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

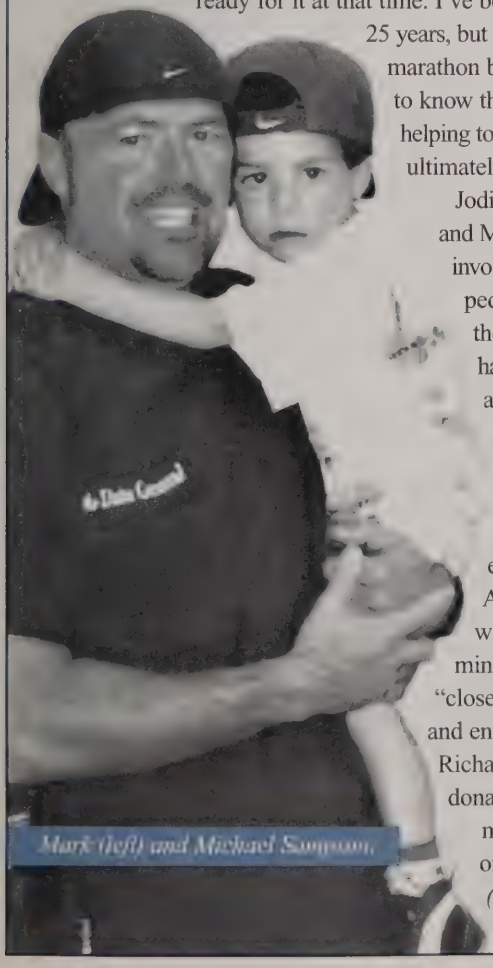
It keeps you running ...

While training for the run of his life, Mark Sampson is trying to save someone else's. Like many of the members of the Mass General Marathon Team, Sampson is running in honor of a young patient with cancer. Sampson is running in honor of his own 3-year-old son Michael.

In April 1998, just shy of his second birthday, Michael Sampson was diagnosed with a brain tumor. Michael was taken to the MGH where a CT scan revealed that the tumor was malignant. He was operated on to remove part of the tumor. Some of it had spread to inoperable parts of his brain, however, and chemotherapy was required. The first two rounds of chemotherapy made Michael extremely sick and caused seizures. He required three subsequent surgeries, and in October 1998, a third treatment of chemotherapy began.

Today, under the care of David Ebb, MD, of the MassGeneral Hospital for Children, Michael is continuing with the treatment, which has stabilized the tumor with minimal side effects.

"I got involved with the marathon team through visiting Michael's doctors at the MassGeneral Hospital for Children," says Sampson. "I had heard about the team in 1999, however, I wasn't emotionally ready for it at that time. I've been a runner for nearly 25 years, but I've never done a marathon before. It's exhilarating to know that by doing this, I'm helping to raise money that will ultimately benefit Michael."



Mark (left) and Michael Sampson.

Jodi Sampson, Mark's wife and Michael's mother, also is involved in raising funds for pediatric cancer research at the MGH. The Sampsons have organized a fundraiser at Golf Country and Richardson's Dairy on Route 114 in Middleton, Mass. to add to their efforts. The event, which will be April 9, noon to 4 pm, will include raffle tables, a miniature golf contest, a "closest to the pin" contest and entertainment. In addition, Richardson's Dairy will donate proceeds from sales made between 2 and 5 pm on the day of the event.

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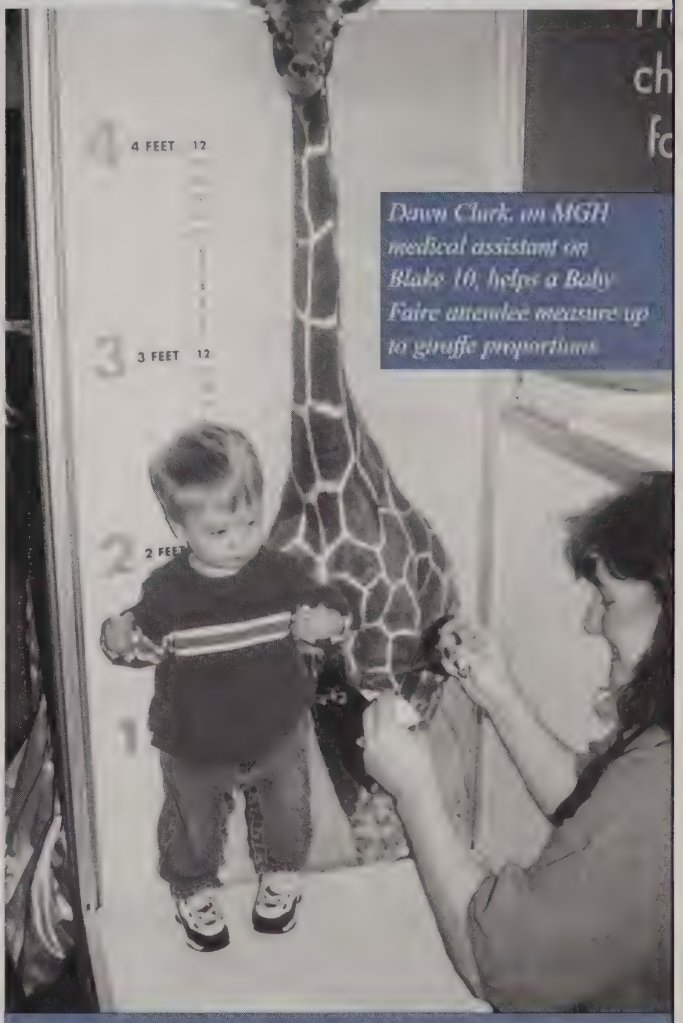


Dawn Clark, an MGH medical assistant on Blake 10, helps a Baby Faire attendee measure up to giraffe proportions.

MGH Baby Faire booth measures up

Parents and kids of all ages, who attended Boston's Biggest Baby Faire April 1 and 2 at the Bayside Expo Center, received a warm welcome from the booth sponsored by the MGH, North Shore Medical Center and Newton-Wellesley Hospital. The booth, which last year was voted "most welcoming and warmest" by participants, was staffed by midwives, nurses, child life specialists, medical assistants, physical therapists and others from the three Partners institutions.

This year's attendees enjoyed booth activities geared toward infants — such as massage sessions and weight measurements — and for older kids — height measurements, bike safety tips and playtime suggestions. And for the moms-to-be, staff offered birthing ball demonstrations and physical therapy exercise tips.

MassGeneral Marathon Team "Fighting Kids' Cancer ... One Step at a Time"

The MassGeneral Marathon Team, "Fighting Kids' Cancer...One Step at a Time," is comprised of 60 runners, including MGH physicians, nurses, staff, patients and others who care deeply about finding a cure for childhood cancer. Many of the team members are running in the name of MGH patients ranging in age from 3 to 16. These children bravely fight against leukemia, bone cancer, lymphoma, kidney tumors, brain tumors and other types of childhood cancer. Each is hoping for a cure.

The team was formed two years ago by Howard Weinstein, MD, chief of Pediatric Hematology/Oncology at MassGeneral Hospital for Children. The idea came to Weinstein after an 18-year-old patient died from incurable sarcoma. The team hopes to raise at least $300,000 this year, and Adidas America will match the money raised by the team dollar-for-dollar.

The 104th running of the Boston Marathon will take place April 17. On the day of the race, young patients and their families will cheer their running partners from Weinstein's home at the 20th mile marker in Newton. Weinstein will be running in honor of patients and colleagues with cancer.

Team members include:

Carmen Vega-Barachowitz
Paul Beggan
Celso Berlowe
Brenda Anne Biggins
Andrea Bonanno
P.J. Bonfilio
David J. Chwalek
Jay Collins
Victoria Cosgrove
Terry Cowman
Terry Doherty
Nicole Dorn
Melissa Doscinski
Benjamin Ebert
Todd Ebert
Alan Ezekowitz
Alicia Foley
Erin Gammell
Ellen Gibson-Kennedy
Ulrike Gorgens
Jen Griffin
Randall Grimes
Kathleen Grip
Beth Hackett
Kristina Heath
Shawn Hillier
Jill E. Iacono
Anthony Ingemi
Ron Kennedy
Doug Louison
Michael A. Lunder
Tom Lynch
Vicki A. Malzewski
Maura McLaughlin
Chris R. Merlan
Paddy Mullen
Andrew Murphy
Martin T. November
Josephine O'Brien
Edwin C. Pease
Robert Pierce
Kara Raynor
Anne Robbins
Deborah Lynch Roden
Mark Sampson
Dan Santanello
James Schulz
Kelly Sheeran
Scott Simmons
Jonathan Simon
Anne Skelton
Maida D. Soehl
Lisa Sohl
Julie Stanley
Diane A. Steidler
David M. Systrom
Bruce R. Taylor
Deb Watts
Howard J. Weinstein
Kevin Wexler

— It keeps you running ...

(Continued from Page 1)

"We really are excited about the event, and many people are willing to help us make a difference," says Jodi Sampson. "This is a wonderful way to take a tragedy and turn it into something good."

Mark Sampson adds: "The marathon requires a lot of hard work and determination. Michael is doing well, but I know there is more fighting for him to do. I am hoping and praying that he will continue down this path and get better. I feel proud that my running the marathon may take him one step closer to that goal." ●

A different drummer

To run with the MassGeneral Marathon team, participants must raise a minimum of $2,000 for pediatric cancer research at the MGH. Many team members call upon family and friends to make donations. Chris Merlan, a manager of Information Systems at Harvard University, chose a different way to raise his money: he put on a rock concert March 11

Laughead (left) and Merlan

with his band Bin 14 at the International Pub in Boston. Merlan will run the Boston Marathon in honor of Jonathan Laughead, a 16-year-old patient with bone cancer at the MassGeneral Hospital for Children. Merlan raised $1,950 through ticket sales and a raffle.

Merlan got Laughead involved by inviting him to play percussion at the concert. "The night was a blast," says Laughead. "Chris is a great guy. I'll be there on the 17th cheering him on."

Merlan says that Jonathan is a phenomenal teenager with an amazing outlook on life. "It's heartwarming to see how he handles this battle with his positive attitude," he says. ●

Students excel in ProTech Program

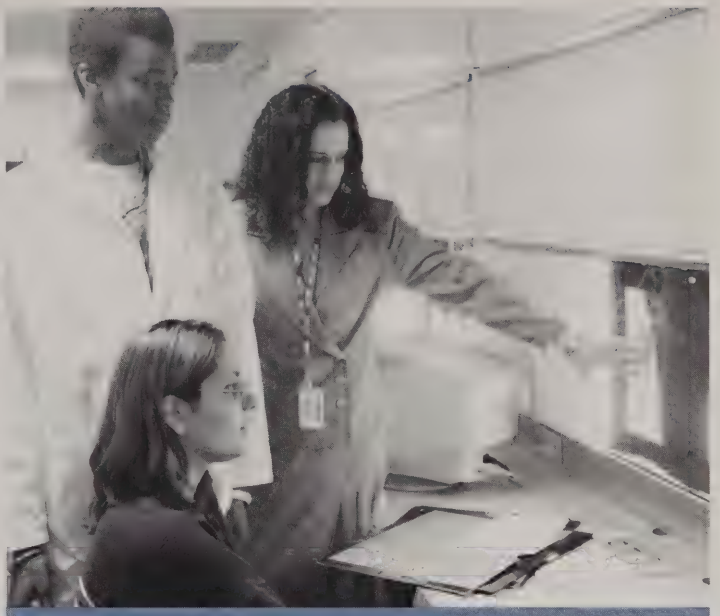
For many high school students, after-school activities include sports, theater or volunteering on the school yearbook or newspaper staff. At Boston High School, however, approximately 30 students participate in the ProTech Program and continue their school day at the MGH. This multi-year, school-to-career program integrates classroom and work-based learning to prepare students for challenging careers in the health care field. Henry Ryan, director of the ProTech Program and corporate director of Partners Employment and Training, and Gilbert Reppucci, ProTech coordinator, support the program's training and employment process at the MGH.

"Each student brings their unique selves to the MGH, and I am often amazed at the difference ProTech makes for each of them," says Reppucci. "They learn invaluable work ethics under the mentorship of our best managers and staff at the MGH."

Now in its eighth year, ProTech allows juniors and seniors to develop the skills needed for success in their future careers. The ProTech work-based curriculum and worksite rotations give students the opportunity to explore a wide range of occupations and skill requirements. The Boston High School students are recruited during their sophomore year and are required to complete an extensive application process. Joelle Berthelot, Boston High School's ProTech coordinator, works with each student to ensure success in job placement and in the classroom.

Some of the departments that participate in the ProTech program at the MGH include Pathology, Radiology and MassGeneral Hospital for Children. Supervisors from each department expose the students to the fundamentals of the particular job while assigning projects and daily responsibilities.

Mike Fredrickson, technical director of Anatomic Pathology, has participated in the ProTech program from the beginning. "I always have felt it is my responsibility to help these students become part of the department's production team," says Fredrickson. "They work diligently on each project because they are treated like employees. Students work with and label slides, and perform other clerical duties, allowing this department to run more smoothly. They are an integral part of MGH Pathology."



Patricia Marotta, unit operations manager in Radiology (right), and ProTech students, Jerry Jones (left) and Wendy Pomales, study a patient's film.

Patricia Marotta, unit operations manager in Radiology, also has been a supervisor and longtime supporter of ProTech. "The ProTech program gives these students important jobs, enhancing their self-esteem and challenging their prospective career goals," she says. "I am always amazed with the level of maturity and strong work ethic of my students. This program is an excellent investment for both employer and student."

For more information about the program, call Reppucci at 6-5741. ●

In memoriam: Mary Elizabeth Macdonald, RN, MA, FAAN

Longtime MGHer and former director of Nursing Mary Elizabeth Macdonald, RN, MA, FAAN, died March 30 at the age of 81.

Well known in the MGH community and beyond as a leader and activist in the nursing field, Macdonald's career spanned four decades and encompassed many changes in the way nursing is practiced at the hospital.

A 1942 graduate of the MGH School of Nursing, Macdonald received her master's degree from Columbia University Teachers College in 1950. She started her career at the MGH as the director of Analytical Studies in Nursing before becoming director of Nursing in 1968. In that role, she helped restructure the department to broaden its scope, including the addition of clinical nurse specialists.

She retired from the MGH in 1983 and went on to take law courses at Suffolk University.

The Mary Macdonald Memorial Fund has been established to benefit the MGH Nursing Center for Clinical and Professional Development. To make a donation to the fund, send checks to Amy Fontanella in the MGH Development Office at 100 Charles River Plaza, Suite 600.

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MGH HOTLINE

WHAT'S HAPPENING

MGH Cancer Center HOPES seminars
The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will offer "Resuming Activity After Abdominal Surgery," facilitated by Deborah Munn, PT, and Molly Hostetler, PT, of Physical Therapy, April 11. "Nutrition During Treatment for Head and Neck Cancer," facilitated by Jill Oravitz, RD, of MGH Nutrition and Food Services, will be offered April 12. All seminars are held in the Cancer Resource Room, Cox 1, noon to 1 pm. For more information, call 4-1822.

Take Our Children to Work Day
Take Our Children to Work Day will be held April 27 at the MGH. Children ages 9 to 15 are invited to learn about health care and the diverse careers and roles at the MGH. MGHers should get approval from supervisors to participate. Activities have been planned, however, MGHers will need to supervise children. Check-in for registered children will begin at 7:30 am in the East Garden Dining Room, across from the exit to the Eat Street Café. The program will include a free breakfast, lunchtime displays of careers and departments and a closing session in the Ether Dome. MGHers who are located at CNY may participate in the Partners program. Registration forms must be submitted by April 17 and can be obtained at MGH Human Resources offices. For more information about the main campus program, call 4-7835. For more information about the Partners program at CNY, call 4-0928.

Blood donor survey responses
Surveys about the MGH Blood Donor Center were sent out with paychecks last week. MGHers should fill out the surveys — regardless of whether they have donated blood in the past — to help the Blood Donor Center determine new hours and days of operation and find ways to make the donating experience better. MGHers are encouraged to return surveys to the Blood Donor Center through in-house mail to Gray 1, J-148E. MGHers who need additional surveys may obtain them from the Blood Donor Center. For more information, call 6-8171.

Clinical Research Program seminar series
The Clinical Research Program (CRP) will sponsor a lecture about "Medical Devices in Clinical Research," April 12, noon to 1 pm in the Wellman 101 Conference Room. Marianne Dyke, MS, RN, of Partners Corporate-Sponsored Research and Licensing, will facilitate. Lunch will be served. To register, call the CRP reservation line at 6-1669. This lecture is open to all clinical research personnel.

Durante Awards presentation
The second annual Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients will be presented April 13 at 3:15 pm in the O'Keeffe Auditorium. This year the award recognizes Joan Holmes, of the Gillette Center for Women's Cancers at the MGH, and Clare Swan, RN, of the MGH Infusion Unit. A reception will follow outside of the Blossom Street Café. The award honors two nonphysician staff members who exhibit compassion, caring and exemplary performance with cancer patients.

Teens become scientists for a day

About a dozen teens with neurofibromatosis (NF) — a genetic disorder which affects the skin and can cause developmental abnormalities — recently enjoyed a day of activities with staff from MGH Neurology. National Day at the Lab is an initiative of the National Neurofibromatosis Foundation, an organization working to improve the lives of those with NF. Day at the Lab provides an opportunity for teenagers with NF to learn about the disease and have fun in the lab. MGHers Mia MacCollin, MD, and Bruce Korf, MD, PhD, organized the day's activities.

Erica Hill, right, of MGH Neurology, with, from left, Kyle Scheer, Chris Perry and Jeff Meagher.

Alcohol Awareness Month

April is national Alcohol Awareness Month, and MGH Addiction Services recently provided information about alcohol abuse and free alcohol screenings to MGHers. Screenings included a brief questionnaire about drinking habits. Those wishing referrals to treatment programs were provided with information.

MGHers and patients who missed the chance to learn more about their personal drinking habits can consult Addiction Services year-round for information and guidance. To find out more about MGH Addiction Services or to schedule an appointment with an addiction specialist, call 6-2712. All meetings are confidential.

MASSACHUSETTS GENERAL HOSPITAL

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April 14, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHer selected to study health care in space

When astronauts go on long-term missions in space, how are their health care needs met? Scientists and doctors have learned that there are many ailments, such as bone density loss and kidney stones, which are caused by space travel. In addition, there are countless other health problems, such as infections, that can arise during a shuttle flight. However, much remains to be learned about advanced medical techniques that will work within the confines of a shuttle or on a space station, especially when there may not be any doctors on board and when there is limited room for medical equipment. An MGH scientist recently was chosen to lead research to find how medicine should be practiced on long-term space missions, such as a three-year trip to Mars.

Jeffrey Sutton, MD, PhD, director of the MGH Neural Systems Group, was chosen by the National Space Biomedical Research Institute (NSBRI) to serve as the provisional team leader of the Smart Medical Systems team, working to solve problems with the practice of medicine during space flight. Other members of the MGH Neural Systems Group, which currently develops computer models of the brain and applies them to imaging studies of brain function, will help with research for the project. They will focus on patient monitoring systems, novel methods of diagnosis and treatment and health care maintenance.

"Our group will look at many aspects of care — including manufacturing of pharmaceuticals, imaging systems, monitoring of physical changes and even doing noninvasive surgery — making health care feasible for very long missions in space," says Sutton. "These visionary medical techniques won't just benefit the astronauts. They eventually could be used here on earth to treat patients and address some of today's health care problems."

For more information, visit the NSBRI website at *www.nsbri.org.*

Partners fosters global connections

The Partners International Program recently launched a series of outreach events geared toward members of the international diplomatic community in the nation's capital. Called Executive Medical Updates, the events are meant to educate ambassadors, senior diplomats and medical personnel from around the world about the services and care offered by the Partners institutions.

The first event, "New Directions in Cancer Care and Research," featured guest speakers Bruce Chabner, MD, medical director of the MGH Cancer Center and of Dana-Farber/Partners CancerCare; Jay Loeffler, MD, director of the Northeast Proton Therapy Center at the MGH; and Robert Ostfeld, MD, associate chief of surgery at BWH.

The three physicians led a discussion about the latest cancer treatments and research being conducted at Partners hospitals to an audience of diplomats representing more than 35 countries from regions such as Latin America, Europe, Africa and the Far and Middle East. Also in attendance were representatives from international organizations such as the World Bank, International Monetary Fund and the Organization of American States.

"Most decision-makers in the international arena have heard of Harvard, but many are less familiar with the individual hospitals that provide the kind of world-class

(Continued on Page 2)

Grateful patient gives kudos to MGH staff

Below is a thank-you letter sent to James J. Mongan, MD, president of the MGH, from a patient about the care he received last year.

Dear Dr. Mongan:

I feel the need to let you know about my stay at Massachusetts General Hospital. I was airlifted in on Nov. 21, 1999 and released on Dec. 14, 1999 as a result of a serious motor vehicle accident in southeastern Massachusetts.

The reason I am writing you this letter is to make you aware of the staff you have and the level of care that they gave me. First of all, Janey Pratt, MD — she is a wonderful surgeon who, with the help of her trauma team, was able to save my life. Besides her surgical knowledge, she has a bedside manner that cannot be taught in the classroom. She visited me on a regular basis and always had words of encouragement for me. When times got tough, and I didn't think I could fight to stay alive any more, Janey always showed up out of the blue.

And if it wasn't Janey, Craig Seidman, MD, (senior surgical resident) was there to explain things in detail without sugarcoating the issues. According to both surgeons, it was a miracle that I survived. He discussed surgical options with me when needed, and took that extra minute every day to console me or to kick me in the rear to get on with life in a positive way. We became friends, as I started to look forward to his visits with his team in the very early morning, every morning. (Does he ever get a day off?) I understand he will be leaving you in the summer, but I hope that you will be getting him back soon. He is a great asset to your team.

But it doesn't stop with your surgeons. The nurses and their aides on White 7, who nursed me back to health, also need to be commended. There were quite a few of them, too many to name all of them. They all helped me out in their own special way, medically and mentally.

These people all have a special gift that cannot be taught. Some call it bedside manner; some call it psychological interaction. Whatever you want to call it, they all had that extra 10 seconds or five minutes to make me and other patients feel like humans, not like inanimate objects. You have a fantastic staff. Hold on to them. They are the basis of your successful hospital.

Thank you all for saving my life and getting me home, so I could embrace my sons on Christmas Day. It is a memory I will never forget.

Sincerely,

Phil Horstmann
N. Attleboro, Mass.

— Partners International Program

(Continued from Page 1)

care we offer at the Partners institutions," says David Jones, director of the International Program. "Our goal for this event and the series is to showcase Partners hospitals, physicians and programs by reaching out to representatives of international organizations headquartered in Washington, DC, who can be conduits of information to their own countries."

According to Lesley Macherelli of the Partners International Program, who is based in Washington, the series also is meant to foster in-depth relationships with countries that might seek medical expertise from the United States to improve their own health systems. "Not only are these events meant to be educational about our services, but we also hope to show that Partners is prepared for and interested in playing a role in international medicine." Partners recently announced one such collaboration with the United Arab Emirates that began in January.

Cary Mazzone, also of the Partners International Program, says that the response to the event has been positive and that at least two of these outreach events will be held each year. "Partners hospitals, particularly the MGH and BWH, have worked internationally for a long time," she says. "But this is a way to create an even higher profile for our physicians and institutions."

Maria Livia Tosato, MD, scientific attaché for the Italian Embassy in Washington, commented that the event was useful and timely for those who work in the embassies. "All of us know Harvard, but how do we get patients there? How do we direct our countrymen to seek the help they need? This event created an atmosphere for dialogue and exchange rarely encountered in similar forums. It is clear that nothing is more useful than direct contact with the physicians who work within the institutions," she says. ●

Spaulding Rehab to host pediatric amputee clinic

Spaulding Rehabilitation Hospital and Hanger Inc., manufacturer of prosthetics and orthotics for adults and children, will hold bi-monthly pediatric amputee clinics beginning this month. The first clinic of its kind in the Boston area, the pediatric amputee clinic will include specialists in pediatric medicine, rehabilitation and prosthetics to assist children who have experienced limb loss. "The clinic also will serve as an educational and support group resource for parents, families and children who are facing the psychological and emotional issues associated with limb loss," says Kelley Drane-Fleming, OT, ambulatory services supervisor at Spaulding.

The major reasons for limb loss in children in the United States are trauma, cancer and prenatal-acquired amputation. Every year in this country, there are 20,000 new upper extremity amputations and 80,000 lower extremity amputations. Approximately 25 percent of these amputations affect children.

Spaulding Rehabilitation Hospital

The first clinic session was held April 4, and subsequent dates are scheduled for June 6, Aug. 1, Oct. 3 and Dec. 5. Pediatric specialists will include, a physiatrist, a pediatric orthopædic surgeon, a prosthetist, a physical therapist and an occupational therapist.

According to Donna Nimec, MD, director of Pediatric Physical Medicine and Rehabilitation at Spaulding, the clinic is a much-needed resource for eastern Massachusetts. "The clinics will be a central location for children and families dealing with limb loss to work out lots of different issues," she says. "For example, many insurance companies will cover the cost of only one prosthesis per person in a lifetime, but a growing child may need a new prosthesis approximately every nine months. One of the roles of the case managers at the clinic will be to help families in need seek funding for additional prostheses." Nimec also points out that many of these children want to play sports or participate in other activities. The clinic will be helpful in finding ways for these children to adapt to any type of activity imaginable.

"Working together, we will transform the dream of this clinic into a reality for the benefit of the children of eastern New England and, we hope, a model for other centers of excellence around the country," says Jack Patterson, Hangar's business development manager.

For more information about the clinic, call Kelley Drane-Fleming at 573-2147. ●

Nursing education program

From left, Jeanne Ezquerra, MSN, RN, of MGH Nursing and alumna of both the School of Nursing and the Institute; Phyllis Hendrickson, RN, a School of Nursing alumna; Carol Picard, PhD, RN, Institute faculty member, and Kathleen Solomon, MS, RN, Institute faculty member and School of Nursing alumna.

Nearly 100 nurses gathered recently for a daylong continuing education program co-sponsored by the MGH Nurses Alumnae Association and the MGH Institute of Health Professions Alumnae/i Association. The program focused on a variety of clinical and professional development topics, such as cervical cancer screenings, antibiotic usage updates, caring for skin cancer patients and tips for keeping nursing practice "energized."

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MGH HOTLINE

WHAT'S HAPPENING

MGH Cancer Center HOPES seminars

The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will offer "Fear of Death, Spiritual Resources," facilitated by Fr. Michael McElhinny, SM, of the MGH Chaplaincy, April 18, noon to 1 pm. "Parenting in Challenging Times: A Drop-In Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, will be offered April 25, 11 am to noon. "What Can I Take for Cold and Allergies?" facilitated by Regina Holdstock, RPH, of the MGH Pharmacy, will be offered April 25, noon to 1 pm. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Evelyn Malkin, MSW, of MGH Social Services, will be offered April 26, noon to 1 pm. All seminars are held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

AMMP scholarship applications

The Association of Multicultural Members of Partners (AMMP) will offer scholarships for minority employees who have been accepted into academic or professional certificate programs for the fall or spring. Scholarship recipients must commit to at least 20 service hours to AMMP between Oct. 1, 2000 and Sept. 30, 2001. Scholarships will be awarded for up to $1,000. Applications may be obtained from Angela Gee, AMMP scholarship chairperson, at GRB 146. Applications are due by June 9. For more information, call 6-5343 or send e-mail to *agee@partners.org.*

Weight Center forum

The MGH Weight Center will offer a forum about "Current Approaches to Weight Management: An Introduction to the MGH Weight Center," led by Lee M. Kaplan, MD, PhD, of the MGH Gastrointestinal Unit, April 26, 6:30 to 8 pm in the Wellman Conference Room. This forum is part of an MGH Weight Center series. To register, call 4-2265.

Holy Week and Passover services

Palm Sunday Roman Catholic Mass will be offered April 16 at 4 pm. Palms will be distributed to inpatients in the morning. Ecumenical Service and Mass will be offered as regularly scheduled April 17, 18 and 19 at 12:15 pm. Ecumenical prayer for Holy (Maundy) Thursday will be April 20 at 4 pm. Good Friday Ecumenical service will be April 21 at 12:15. Roman Catholic services, Passion of the Lord and Holy Communion, will be April 21 at 4 pm. There will be no 4 pm Mass on Holy Saturday, April 22. The Easter vigil Roman Catholic Mass will be April 22 at 7 pm. Easter Sunday Episcopal Communion will be April 23 at 1 pm. Easter Sunday Roman Catholic Mass will be April 23 at 4 pm. All services will be held in the MGH Chapel, located on Ellison 1. Passover programs will be broadcast on channel 16, April 19 and 20 at 6 pm. For more information, call 6-2220.

Secretarial support luncheon

The 2000 Secretarial and Clerical Support Staff Luncheon and Pamela J. Ellis Award presentation will be held April 26, 11:30 am to 2 pm, under the Bulfinch tent. The lunch will begin at 11:30 am, and the award presentation will be at 12:15 pm.

Genomics Approaches to Common Diseases Series

The Clinical Research Program will present "Genome Variation and the Genetics of Complex Traits," the second lecture in the Genomics Approaches to Common Diseases Series, April 26, 4 to 5 pm in the O'Keeffe Auditorium. David Altshuler, MD, PhD, of the MGH Endocrine Unit, will review studies of human genome variation, as well as methods to apply this information to study the genetics of common diseases. Registration is recommended. To register, visit *http://crnet.mgh.harvard.edu.* For more information, send e-mail to *alsimmons@partners.org* or call 6-1669.

Friends of the MGH Cancer Center DIALOGUE

The Friends of the MGH Cancer Center will present a DIALOGUE: "Cancer — Early Detection is Best — A Delphi Panel," April 18 in the O'Keeffe Auditorium, 5:30 to 7:30 pm. The audience will participate to determine what are the best early warning signs of cancer. Henry Mankin, MD, chief of Orthopædic Oncology, will moderate a panel of physicians. Refreshments will be served. For more information, call 6-1206.

Job Shadow Day deadline

The deadline to register for hosting a Timilty Middle School student for the fourth annual City of Boston Middle School Job Shadow Day is April 19. Job Shadow Day introduces students to the world of work and promotes career exploration. Timilty Middle School seventh graders will be at the MGH May 16, from 9 am to 1:30 pm. For more information, call the Timilty Partnership at 4-3210.

Organ Donor Awareness Week

The New England Organ Bank (NEOB) will host an information table in the Main Lobby April 18, 19 and 20, from 10 am to 2 pm in recognition of National Organ and Tissue Donor Awareness Week. Staff from NEOB and the MGH Transplant Service as well as organ recipients will be on hand to answer questions. MGH t-shirts will be on sale to benefit the MGH Transplant Education Fund. For more information, call the NEOB at (800) 446-6362.

IN GENERAL

Phyllis R. Silverman, PhD, LICSW, of MGH Psychiatry, was honored for her work April 14 at a fundraiser for the Children's Room, an organization providing support to children grieving the death of a loved one. Silverman, who serves as a consultant to the Children's Room, was co-principal investigator and project director of the MGH Child Bereavement Study.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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www.mgh.harvard.edu/pubaffairs

April 21, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

From bedside to roadside — MGHers run Boston Marathon for cancer

For months, they trained. And in a few hours, 60 runners became heroes to the children they were running for on Marathon Monday. Members of the MassGeneral Marathon Team "Fighting Kids' Cancer ... One Step at a Time" successfully ran the 26 miles from Hopkinton to Copley Square to raise money for pediatric cancer research at the MGH.

The Marathon celebrations actually started the day before the race with the runners, patients and their families gathering for a pasta dinner at the Seaport Hotel in Boston. The runners — including MGH physicians, nurses, staff, patients, parents and others — presented young patients with medals for running their own races against cancer.

On Marathon day, friends, co-workers and relatives gathered along the 20-mile mark at Heartbreak Hill to cheer on the team. A lemonade stand and bake sale, run by neighborhood kids, raised $283 for the team. The team has already raised more than $200,000 for the hospital and hopes to reach its goal of $300,000 by June 1, which will be matched by Adidas America.

The Secrets of Aging

When the Boston Museum of Science wanted to put together an exhibit about aging, they knew that one of the best resources available to them was right down the street. They turned to the MGH Geriatric Medical Unit for advice in planning and implementing the "Secrets of Aging," an exhibit that will be at the museum through September.

Ken Minaker, MD, chief of the MGH Geriatric Medical Unit, explains that museum focus groups consistently identified aging as a subject people wanted to learn more about. "That's when the museum came to us for help," he says

Designers and experts from the museum met with Minaker, Barbara Moscowitz, MSW, LICSW, Michael Langan, MD, and Dexter Burley, PhD, of the MGH Geriatric Medical Unit. The four MGHers advised the museum about the many aspects of aging to help them create an exhibit that would attract visitors

(Continued on Page 2)

Part of a video from the exhibit

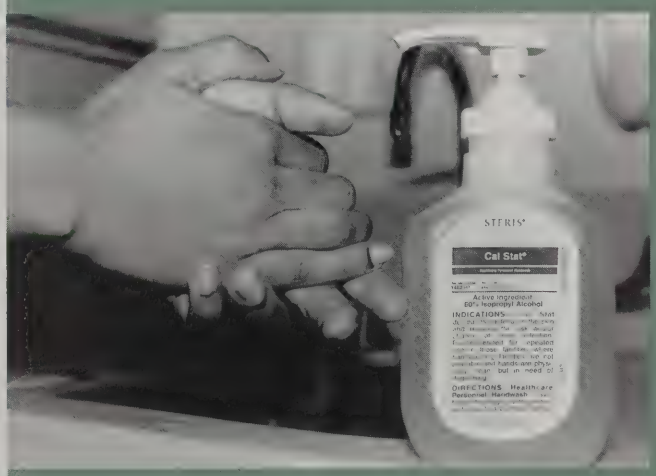
The FYI column is meant to help keep MGH staff and employees apprised of important information related to their roles and responsibilities within the MGH community.

FYI: *Hand hygiene initiative begins*

A hospitalwide hand hygiene initiative begins April 24 with the introduction of Cal Stat, a waterless hand disinfectant that will be supplied to all inpatient units. The goal of the initiative is to reduce the number of hospital-acquired infections for patients and employees.

The U.S. Centers for Disease Control recently released a report that says infections contracted in hospitals are responsible for as many as 88,000 patient deaths each year. The report recommends that using simple measures such as better hand hygiene by health care workers could reduce this number.

"Hand washing and disinfecting are important defenses against spreading germs from one patient to another and for reducing the incidence of hospital-acquired infections," says Cy Hopkins, MD, director of the MGH Infection Control Unit. "Hospitals across the country, including the MGH, are increasing their efforts to fight off these infections. It is better for patients and ultimately can reduce the length of stay in the hospital."



Studies have shown that alcohol-based hand gels, such as Cal Stat, are more effective than soap and water in removing bacteria from hands and are just as effective as medicated soap products. A small amount of Cal Stat works immediately by killing germs on contact. Use of these waterless antiseptic gels also results in improved compliance with hand hygiene practice.

Cal Stat replaces the previous product used at the hospital called Foam Care. Cal Stat is made of isopropyl alcohol to disinfect and skin softeners to reduce drying of skin.

"This product can be used instead of hand washing for most routine patient contact," says Brian French, RN, of the Center for Clinical and Professional Development for Patient Care Services and a member of the hand disinfection task force. "Hand washing with soap and water still is warranted if your hands are visibly soiled, but employees should remember that disinfecting is best for routine contact with patients. And because water and paper towels aren't needed with Cal Stat, clinicians will find it more convenient to use and hopefully will use it more frequently."

Cal Stat dispensers will be located on every patient unit, at the entrance to each patient room and at each sink.

For more information about Cal Stat, call the Infection Control Unit at 6-2036.

— *Secrets of Aging*

(Continued from Page 1)

of all ages. Several other MGH departments and individuals later were consulted and asked to contribute to the exhibit.

"Some people have a very negative view of aging," says Moscowitz. "They think it's a disease, and we wanted to help the museum create an exhibit that would show that aging is normal. It's something we all go through. We wanted people to examine their feelings and fears about aging and to learn about the entire process."

Secrets of Aging is a hands-on exhibit that highlights research in biology, physiology, psychology and sociology. The exhibit covers four major themes: body, mind, society and longevity. Visitors are able to look at risk factors for developing age-related conditions such as osteoporosis; learn about new products being developed for people with a broad range of abilities and disabilities; view an Academy Award-nominated film about caretakers of Alzheimer's patients; discover the truth regarding many misconceptions about aging; and learn about aging in the animal kingdom.

Children ages 6 to 12 can access a computer that will scan a child's face and project what the child will look like when he or she is older. There also is a secluded video area and a story place with children's books and storytellers. A bulletin board invites visitors to leave their own stories, reactions to the exhibit, ideas and pictures for future visitors.

"This project was very exciting for both the museum and for the MGH," says Minaker. "The museum came to us because we have a reputation for being dedicated to education. We got to help enlighten people to create a more informed patient population. It was like we were a match made for each other. Plus, we're only two blocks away."

Secrets of Aging will be at the Museum of Science through Sept. 4. It then will tour nationally to five other museums. For more information about the exhibit, call the Museum of Science at 589-0417 or visit the website at *www.mos.org.* ●

April 21, 2000

MGH HOTLINE

special edition

Organ donation and transplantation — the process, the procedures and the promise

In the health care field, caregivers are in the business of helping those who cannot help themselves. With equipment, technology and other resources, coupled with exquisite skills and dedicated compassion, MGHers save lives every day. But what happens when one of the resources necessary to save precious lives diminishes to the point at which people are dying?

That is precisely what is happening with the drastic decline of potential organ donors. Organ donation often is a last resort for the more than 68,000 patients nationwide who are waiting to receive these life-saving measures. Those who care for these patients must also wait — helpless to give the care that is needed.

During the last two decades, however, improvements have been made in organ preservation technology, surgical techniques and drug therapies to increase the potential for transplant recipients to once again live a healthy life. Physicians and researchers work tirelessly to find new ways to meet the demand for these gifts of life.

In recognition of National Organ and Tissue Donor Awareness Week (April 19 to 25), this special issue of *Hotline* is dedicated to the life-saving process of organ donation, the new procedures that give more recipients a second chance and the promise that transplantation research holds for the future.

The process *Giving and receiving the gift of life*

In 1997, 35-year-old Keren Holtz was declared brain dead after being struck by a drunk driver while cycling on a marked bike route in Portland, Ore. Keren's family made a difficult decision, allowing Keren to become an organ donor. This decision touched the lives of eight other families who received her organs and tissues.

Since that time, Keren's mother, Jane Holtz, vice president for Neurosciences and Pediatrics at the MGH, has told her daughter's story as a way of raising awareness about the critical need for organ donation. "Keren's death was senseless. We could do nothing to change that," says Holtz. "But we could give others the opportunity to continue their lives. Although our family had suffered an overwhelming tragedy, for eight other families, Keren's organs meant hope for a new life."

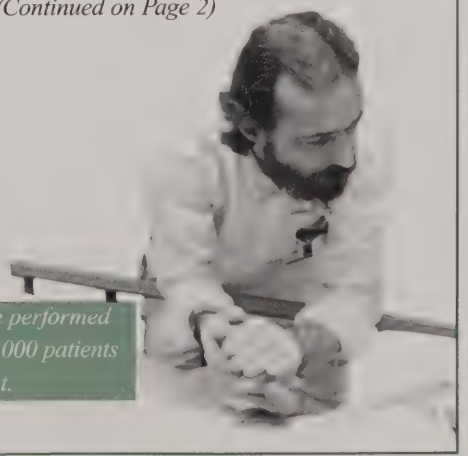
Last year, *Hotline* published the story of Keren and her family's decision. This year, *Hotline* brings the other side of the donation story — the recipients of Keren's organs — to highlight the process of transplantation and the need for continued research.

Soon after Keren's organs were donated, the Holtzes received a letter from the Pacific Northwest Transplant Bank with anonymous stories about the people who had received the transplants.

- Keren's heart was transplanted into a 37-year-old woman who suffered from viral cardiomyopathy. Married, with a 13-year-old daughter, the woman had been waiting four months for a new heart.
- Keren's liver was transplanted into a 47-year-old man, a computer salesman, married and the father of six children.
- Keren's pancreas was transplanted into a 26-year-old mechanic with diabetes, the father of two young children.
- One of Keren's kidneys was transplanted into a 34-year-old physician specializing in nephrology. He is married and the father of a 3 year old.
- Keren's other kidney was transplanted into a woman on her 54th birthday. She is married and enjoys sewing and gardening.
- Keren's lungs were transplanted into a 28-year-old woman with chronic bronchial lung disease.
- With the donation of Keren's corneas, two people regained their sight.

It has been three years since Keren's death, and in that time, six of the eight recipients have lived full lives because of the Holtz family's decision to donate Keren's organs. Two of the transplants,

(Continued on Page 2)



More than 20,000 transplants were performed in the United States in 1998, yet 68,000 patients nationwide remain on a waiting list.

— Giving and receiving the gift of life

(Continued from Page 1)

unfortunately, ended in failure. The pancreas recipient suffered ongoing rejection and had to return to using insulin. And in December 1998, the Holtz family received the devastating news that Debbie, the recipient of Keren's lungs, had died the previous July.

The Holtzes had corresponded anonymously with Debbie's mother. They learned that Debbie had been diagnosed with bronchiolitis obliterans, a rare and degenerative lung condition. According to her mother, Debbie was a young woman with an eternally optimistic attitude, a sparkling sense of humor, and a tremendous zest to live life to its fullest. But her health had deteriorated since her early 20s. She waited 15 months for a transplant. Within a few hours after Keren was declared brain dead and the Holtz family made the decision to donate, Debbie received the long-awaited call that gave her and her family renewed hope.

The MGH transplant team during a life-saving surgery.

Debbie had several major setbacks after the transplant, however, including cardiac arrest, medication complications, blood clots and additional surgeries. Debbie finally was able to return home five months after the transplant. In July 1997, Debbie's mother told the Holtzes in a letter: "I am very happy and grateful to report to you that Debbie's new lungs are working well. ... I can only imagine the loss you must feel when I think of how close we were to losing our daughter. I want you to know that I think of you often and pray each day that you will be comforted in your loss because of the great gift that you gave to us." From July 1997 to February 1998, Debbie did well.

In a letter to the Holtzes received in April 1999, however, Debbie's mother wrote: "Within days of Debbie's first-year anniversary of the transplant, she began to cough again. She was treated for several conditions common to lung transplant patients; however, as spring passed and summer came, her condition worsened."

Debbie died in July 1998. Transplantation is not a magic cure, says Holtz.

With permission of Debbie's family and the Holtzes, the organ bank put Debbie's family directly in touch with Keren's family. Over the last year, Jane Holtz and Debbie's mother have been corresponding. They have acknowledged to each other the development of a deep bond that only two mothers who have lost their daughters could experience. "Debbie's mother and I are on the same wavelength," says Holtz. "I can say things to her that I can't say to anyone else — mother to mother." Holtz has written to Debbie's mother of her feeling that Keren had somehow failed Debbie, despite the fact that Keren, as a competitive cyclist, was in top-notch physical condition. And they have exchanged the mutual feeling that Debbie's death felt like "suffering a second death" of Keren.

In a letter to Holtz, Debbie's mother expressed her appreciation for Keren's gift of life despite Debbie's outcome: "I feel that your daughter Keren somehow shared and was certainly responsible, with you, for all the good things Debbie was able to accomplish and experience during the time after transplant. ... The gift of life you gave our daughter has not diminished in any way because of her death. Transplantation is a wonderful thing, but the science is in its infancy, and there is so much more to learn. I hope that the doctors can learn through the experiences Debbie had and can make progress so that others may survive those problems that she was unable to overcome."

The Holtzes continue to receive updates from the organ bank with information about the other recipients. "We are grateful to hear that the six other recipients are doing well," says Holtz. "The stationery of the Pacific Northwest Transplant Bank reads: Network for Life. Keren became part of this network. We, as a family, understand and appreciate what that means to others." ●

Addressing the organ shortage

According to the United Network for Organ Sharing (UNOS), a nonprofit organization that operates the nationwide transplant network, two patients in need of organs are added to the waiting list for every one patient who gets the organ he or she needs. The demand for organs is skyrocketing, and unfortunately, the pool of potential donors cannot keep up with the demand.

Approximately 5,000 patients will die in the year 2000 while waiting for a transplant — a number that increases by 18 percent each year. As the number of patients waiting grows and the donor pool diminishes, caregivers are seeking alternative solutions to this dilemma.

One solution is the increase of transplants from living donors. The number of such transports has tripled between 1989 and 1998. "The donor shortage makes us ask every potential recipient if there is an opportunity for living donation," says Francis Delmonico, MD, director of MGH Renal Transplantation and medical director of the New England Organ Bank (NEOB). "If there is, the recipient's transplant course will be easier, and another patient without a suitable donor can benefit from an organ donated by a family after a loved one's death."

Other donation alternatives include some new surgical procedures such as a split-organ transplant *(See story, page 3)* and a laparoscopic nephrectomy, a minimally invasive procedure to remove a donated kidney from a living donor. Both procedures were first performed in the region at the MGH.

According to Delmonico, another important aspect of increasing organ donors is to raise awareness among the general public and within acute care hospitals. NEOB staff provide around-the-clock clinical support to approximately 177 hospitals in the six New England states to evaluate potential donors, counsel families of potential donors, coordinate the organ recovery process, and help hospital staff clarify donation policies when needed.

Kris Frank, RN, CCRN, is the NEOB donor coordinator for the MGH.

For more information, visit the NEOB website at *www.neob.org* or call Frank at 6-9220.

The procedures

Two lives saved with one donated organ

Nineteen-month-old Jazmyn Bordoy was in desperate need of a liver transplant. Her MGH physicians predicted she had only days to live. Fortunately, a surprise hero came to her rescue. Fellow MGH patient, Larry Hause, 45, offered Jazmyn part of the donor liver he had waited 15 months to receive. Because of Hause's generosity, two lives were saved with one donor organ.

"It was the right thing to do," said Hause. "There was no question in my mind. I know what I went through for 15 months waiting for a donor, and I didn't want her to go through it."

Hause's generosity made possible a rare type of transplant operation that has been performed in New England only at the MGH.

Two years earlier, Hause had been diagnosed with hepatitis C, resulting from blood transfusions he had as a young man. Because of the disease, he suffered severe liver damage and was placed on the organ donation waiting list. For 16 weeks, he was in and out of the MGH when his condition worsened. Finally on Jan. 31, he got the call — a liver was available at another New England hospital.

Hause said he had heard Jazmyn crying in her room nearby, but unknown to him, she had little hope of survival. She was born with biliary atresia, a condition in which the bile ducts malfunction in the liver. When the organ transplant team found that Jazmyn also was a match for the donor liver, they knew a difficult decision had to be made.

At a press conference, MGH physicians (from left) Cosimi, Feng and Vacanti, recount the organ transplantation story with the Bordoy family and Hause (second from right).

According to Ben Cosimi, MD, chief of MGH Transplant Surgery, the timing was perfect to help both Hause and Jazmyn. "Larry had been waiting a long time for a donor," says Cosimi. "At the same time, we were preparing to do an emergency living donor transplant with Jazmyn's father as the only available donor for her. But then this opportunity for both patients came along. It was a very generous action on Larry's part."

By sharing the donor liver, the risk for Hause increased. He was assured, however, that if during the operation, the surgeons found that he needed the liver in its entirety, he would get it, and they would proceed with giving Jazmyn part of her father's liver.

The procedure was a logistical challenge, requiring three fully trained medical teams and many tireless hours in the operating room. Sandy Feng, MD, PhD, and Dicken Ko, MD, also of MGH Transplant Surgery, flew Feb. 1 to the donor hospital to procure the liver and separate it into two transplantable organs. Upon their return to the MGH, they joined the MGH pediatric transplant team, led by Joseph Vacanti, MD, and spent more than four hours operating on Jazmyn. The adult transplant team, led by Cosimi, spent nine hours operating on Hause.

The split-liver transplant operation is done less than 100 times a year throughout the country and is one of the few alternatives to help relieve the growing list of patients waiting for a life-saving donation.

"With a procedure like this, two people live because of one organ donor," says Cosimi. The same operation had been performed once before at the MGH, with both of those recipients also doing well.

"I want to thank the family of the donor," says Hause. "If it weren't for them, I wouldn't be here. People don't realize how important organ donation is, but it gives people like me and Jazmyn a second chance." ●

The promise

Transplantation research — hope for the future

According to the United Network for Organ Sharing (UNOS), every 16 minutes, a new name is added to the national organ transplant waiting list. For many patients, the wait is long, and for some, a life-saving organ may never appear.

Sachs

Inspired by these patients, researchers around the country persistently search for new ways to alleviate the shortfall of available organs and dramatically reduce the time critically ill patients must wait. The MGH has long been a leader in this kind of research and has made significant progress in pioneering new organ transplantation techniques.

The MGH's Transplantation Biology Research Center (TBRC) conducts promising research at one of transplantation's new frontiers: xenotransplantation, the use of organs from animals to replace failing organs in humans.

David H. Sachs, MD, director of the TBRC, has spent virtually his entire career bringing this approach closer to a reality. He and his team have found that the most promising source of animal organs for transplantation into humans is the pig. The miniature swine, in particular, has organs that are anatomically and physiologically compatible with human organs. But a major obstacle in using these organs in humans is what is called hyper-acute rejection — a process that takes place almost immediately when an organ is transplanted into a recipient of another species. TBRC researchers are focusing their attention on molecules on the surface of pig cells that the human immune system targets in this rapid rejection response and on the induction of immunologic tolerance to these molecules.

Still more obstacles lie on the road to xenotransplantation becoming a reality, such as the risk of animal infections crossing over to humans. "If we are going to move ahead into human clinical trials, we must be sure we will succeed," says Sachs. "It is our responsibility to step cautiously and thoughtfully. We're getting closer, but we're clearly not there yet."

Another substantial investigation project in the TBRC is research led by Megan Sykes, MD, which explores overcoming rejection by altering the recipient's immune system using bone marrow from the donor to prevent the need for long-term immunosuppressive therapy. In fact, this research has already proved successful in achieving tolerance in a human-to-human kidney transplant.

Sykes

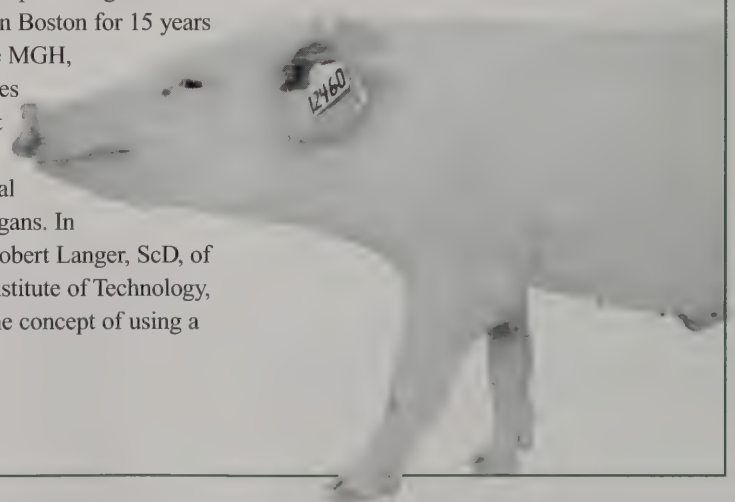
Another promising area of research at the MGH is tissue engineering, a relatively new field in which living tissues are created in a lab to repair or replace damaged or diseased tissues and organs. Joseph P. Vacanti, MD, is heading up this type of research at the MGH in collaboration with the Center for Innovative Minimally Invasive Therapies (CIMIT).

As a pediatric transplant surgeon at Children's Hospital in Boston for 15 years before coming to the MGH, Vacanti saved the lives of many children but struggled with the problem of the critical shortage of donor organs. In collaboration with Robert Langer, ScD, of the Massachusetts Institute of Technology, Vacanti developed the concept of using a biodegradable polymer matrix in which cells could grow to a desired shape and size. The polymer would then gradually dissolve, leaving just the living tissue. For a tissue engineered organ to work properly, the appropriate cell types must be chosen and arranged in a specific manner. So far, Vacanti's research team has produced blood vessels, various parts of the heart, including valves, aorta and pulmonary arteries as well as liver and other tissues.

Vacanti

According to Vacanti, the challenge now is how to provide complex tissues or solid organs — such as a kidney, liver or heart — with their own blood supply. "We've made progress in this area, but we have a ways to go," says Vacanti. "While the field of tissue engineering is still relatively new, the need is enormous and the potential benefits profound."

All of these promising research initiatives hold out the hope that patients requiring new organs will someday be able to be transplanted with minimal waiting time and little or no risk of rejection — an accomplishment that would save thousands of lives and millions of dollars in health care costs. ●



First anniversary of MGH Radiology and Cambridge College master's program

The MGH Department of Radiology and Cambridge College recently celebrated the first anniversary of a fast-track master's program for MGH employees who wish to further their education in health care management.

According to Richard Terrass, education coordinator for Radiology, the program was created after managers in the department expressed an interest in additional education because of the expectations and qualifications that now are required in the health care field. Radiology staff explored options with several local colleges and found that Cambridge College best met the department's criteria because of the school's experience offering accelerated graduate programs for working professionals and the staff's willingness to work with a Radiology team to create a graduate program in health care management tailored to the needs of the department.

Piloted by the Radiology Department, the program's classes are held on the MGH campus for the convenience of employees. Participation in the program now has expanded to include employees from a number of departments at the MGH, BWH and Newton-Wellesley Hospital.

"MGH administration approved Radiology's proposal to pilot the program when the department expressed the desire to support the professional growth of employees who require new professional skills and an increased level of knowledge to meet the challenges presented in a changing health care environment," says Terrass. "The program offers new situations and skills in the classroom, which are immediately applicable in the workplace. This proves very beneficial for both the students and the hospital."

Richard Guarino, operations manager in MRI at the MGH, began studying for his master's in February. After hearing about the program, Guarino decided that this was an excellent opportunity to continue his education. "I saw this as an opportunity to learn more about the health care market while getting personal satisfaction from working toward a higher degree," says Guarino. "My colleagues and I bring similar experiences to each class, and we are able to learn more from what we have actually been through in the workplace."

For more information about the MGH/Cambridge College Health Care Management Program, contact the Radiology Education Office at 6-8390. ●

MGHer flourishes at carnival competition

In March, Marlene Moraldo, (shown at right) an MGH surgical technician, participated in the annual carnival celebration in Trinidad. Each year a three-day costume competition is held as part of the festivities. Moraldo, originally from Trinidad, entered the contest as a first-time contestant and placed third among 47 other participants. The elaborate costume, made of feathers, cloth and wire, was made by a friend of Moraldo's. This was the first time someone from the United States has won a title in this competition.

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MGH HOTLINE

WHAT'S HAPPENING

Skin cancer screenings
The Department of Dermatology will offer free skin cancer screenings by MGH dermatologists, May 9, from 5 to 7 pm in WACC 481. To make an appointment, call 6-1869.

Alcoholics/Narcotics Anonymous meetings
Open Alcoholics Anonymous/ Narcotics Anonymous meetings will be offered at the MGH Wednesdays, noon to 1 pm. For the location of the meetings, call 6-6976.

Walk and run to benefit Shriners Burns Hospital
The "Kids are Special" 10K and 5K runs and 5K walk will be held May 20 along the Esplanade. All proceeds will go toward treating burned children at the Boston Shriners Burns Hospital. Runs start at 9 am and the walk begins at 10:30 am. To register, visit *http://hcplpc6.harvard.edu/run_walkforkids* or call 722-3000 ext. 4455 to request an application by mail.

Adoption seminar
The Employee Assistance Program will sponsor a Work/ Life seminar about adoption, April 27, noon to 1 pm, in the Burr 5 and 6 Conference Rooms. The presentation will include an exploration of reasons to adopt, recent trends in domestic and international adoptions and the basics of the adoption process. For more information, call 6-6976.

Longwood Symphony Orchestra
The Longwood Symphony Orchestra (LSO) will perform Beethoven's "Violin concerto in D" in a concert to benefit St. Jude Children's Research Hospital, May 6, at 8 pm, Jordan Hall. Tickets are $15 and $7.50 for students and seniors. For more information, call the LSO at 332-7011 or the Jordan Hall box office at 536-2412.

Pre-ACLS course
A course will be offered to review skills for those taking the Advanced Cardiac Life Support provider course, June 5, 8 am to 4 pm in the O'Keeffe Auditorium. Attendees should have taken Basic Life Support. Basic concepts, including defibrillation, pharmacology, cardioversion and airway management will be reviewed, and there will be opportunity for hands-on practice. The course fee is $59. For more information, call 6-3905.

Investigator-held INDs — Are You in Compliance?
The Clinical Research Program (CRP) will sponsor "Investigator-held INDs — Are You in Compliance? " May 3, from 4 to 5 pm in the Lawrence House, first floor conference room. The lecture is intended to help investigators and their study staffs understand federal regulations. Judy Scheer, MPH, RN, of the CRP Education Unit, will discuss the application process and ongoing responsibilities of sponsor-investigators who conduct these clinical studies. Registration is required. To register, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 6-1669.

From left, Susan and Arthur Durante with Swan (sitting) and Holmes.

Durante awards honor staff

Joan Holmes, of the Gillette Center for Women's Cancers, and Clare Swan, RN, MSN, of the Outpatient Infusion Unit, received the 2000 Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients April 13. The $1,000 award is meant to recognize nonphysician staff for their compassion, enthusiasm and commitment in providing services to cancer patients.

The Durantes have been involved with the MGH since Arthur Durante was diagnosed with Hodgkin's disease 34 years ago. The couple created the award to express their gratitude to the MGH staff and to recognize the important impact they make on patients' experiences at the hospital.

Four MGH patients nominated Swan, who has been a staff nurse in the Cancer Center's Outpatient Infusion Unit since 1986. She was described as someone who "goes the extra mile" and a "special person who is an asset to the oncology unit."

Holmes started at the MGH in 1974 as a dietary aide and now works as a patient service coordinator in the Gillette Center, where she is responsible for coordinating all aspects of a patient's care. Co-workers and patients say she is known for her warm disposition and reassuring manner, not only to patients but to all those she touches daily.

MASSACHUSETTS GENERAL HOSPITAL

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April 28, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Cambodian child receives world-class care from the MGH

There was little hope a few months ago for a seriously ill Cambodian girl living in an orphanage in Phnom Penh, the country's capital. That is until Nancy Hendrie, MD, a Massachusetts pediatrician, found the child and brought her to the MGH for treatment of severe gastrointestinal complications and a newly diagnosed brain tumor.

Mom Srey (meaning girl) Rath (meaning orphan), who will turn 2 in May, was being cared for in the back room of an orphanage, which was primitive by American standards. Doctors in Cambodia had expected the child to die because of problems with her lower bowel, so she received minimal treatment.

Hendrie, however, had a different opinion. Having spent three years working with abandoned children in Cambodia, she is a champion of the so-called "lost causes." Hendrie works with orphaned children through a nonprofit organization she founded called The Sharing Foundation. Working with the Adopt Cambodia adoption agency, Hendrie hopes ultimately to find a family in the United States to give Mom a home after she receives much-needed medical care.

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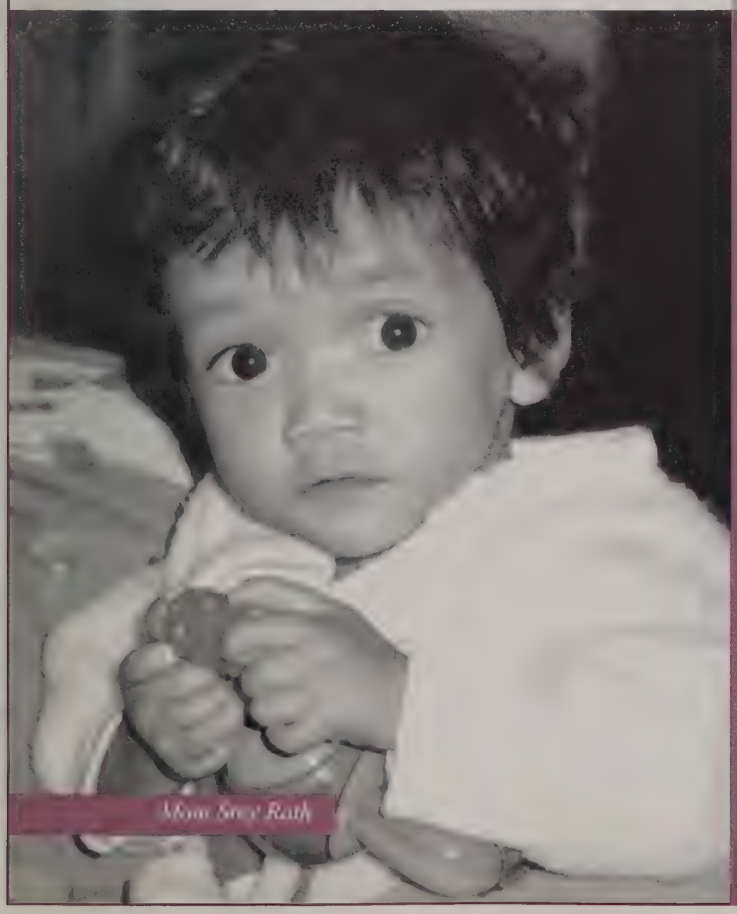
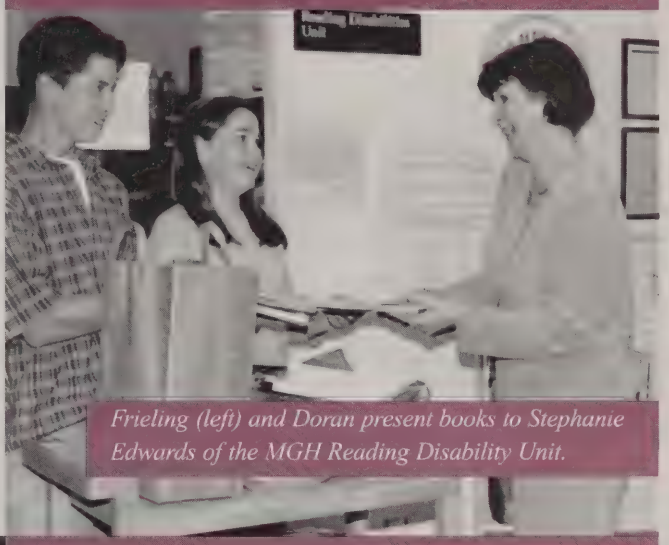


Mom Srey Rath

Children giving to children

Caitlin Doran and Grant Frieling of Wayland celebrated their birthday much like many other eighth graders. They had a birthday party with pizza and cake,



Frieling (left) and Doran present books to Stephanie Edwards of the MGH Reading Disability Unit.

invited their friends, listened to pop music and danced. But one thing set this party apart from others: Doran and Frieling asked their guests to bring books to donate to children at the MassGeneral Hospital for Children, instead of bringing them presents. On April 19, the two teens wheeled a cart filled with nearly 200 books around to several MGH units that treat children to share their gifts.

"It was a suggestion by Grant's mom, but we really liked the idea," says Doran. "We didn't make a big deal out of it, we just wrote on the invitation that we were asking for books for the hospital. People got really into it and starting telling their own experiences with hospitals or about how many books they brought. It was really cool." Doran adds that, while many people brought new books, others brought their old childhood favorites.

"We've even started a trend within our school. Another student is having a party where guests are encouraged to bring toiletries to donate to a battered women's shelter."

According to Trish Cudihy, an MGH Development officer, the hospital has received toys and books from at least four groups of children in recent months. "It is heartwarming to see more and more children giving to their peers who are hospitalized," she says.

(Continued on Page 2)

— Cambodian child receives world-class care

(Continued from Page 1)

Mom, who weighs a mere 11 pounds, was born with a congenital disorder that affects her entire gastrointestinal system. At birth, doctors found she had no anal opening, which required an emergency colostomy to dispose of her body's waste. "Her vast intestinal problems led to a growth delay," says Hendrie. "Plus she had other anomalies such as an extra finger on each hand and an extra toe on one foot."

According to Hendrie, another reason Mom didn't thrive is because the living conditions in Cambodia are very primitive — even in comparison to other Third World countries. Located in southeastern Asia, Cambodia has a population of about 11 million. The life expectancy is 49 years, and many children don't survive to see the age of 2.

To help this child, Hendrie called two former colleagues at MassGeneral Hospital for Children, Dan Ryan, MD, a pediatric surgeon, and Ron Kleinman, MD, chief of the Pediatric Gastrointestinal Unit. Both immediately agreed to help.

"We have always done our best to respond to the needs of children who can't receive proper care near their own homes," says Kleinman. "We always try to make a difference in every child's life; this patient was no different."

Mom received a temporary medical visa to come to the United States and has spent several weeks at the MGH undergoing three surgeries. Her extra fingers and toe were removed, and she had surgery to repair her intestinal problems.

According to Hendrie, the original plan for Mom's care was to have an additional surgery to close her colostomy, and then she would return to Cambodia while the search continued for an adoptive family. More medical complications were discovered, however; Mom was diagnosed with a brain tumor.

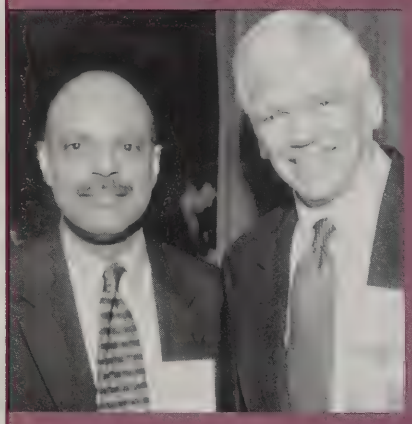
"Her brain tumor is in a critical area called the hypothalamus," says William E. Butler, MD, a pediatric neurosurgeon for MassGeneral Hospital for Children. "Our neuroradiologists performed imaging studies of the tumor and analyzed it with a new noninvasive technique called magnetic resonance spectroscopy. These studies suggest that the tumor is benign. This tumor type is not aggressive, so she will not need surgery."

Mom's outcome still is uncertain, but Hendrie finds hope in the care that the child has received at the MGH. "It's absolutely incredible that the MGH staff just said, 'of course we'll take care of her,' " says Hendrie. "She had absolutely no future in Cambodia, and she still has an uncertain future here. But the truth is, we had to give her a chance."

For more information about The Sharing Foundation, visit the organization's websi *www.sharingfoundation.org.*

MGH participates in biomedical science conference for students

A group of 14 MGH physicians and researchers recently participated in the Biomedical Science Careers Student Conference to help encourage minority students to further their education and pursue careers in the biomedical sciences. More than 500 high school, college, graduate, post-graduate and medical students attended the conference to network with advisors, speakers and representatives from various disciplines within biomedicine, including physicians, scientists, educators and leaders of biotechnology and pharmaceutical companies. The conference was sponsored by the Biomedical Science Careers Program at Harvard Medical School.



Above, Winfred Williams, MD, left, of the MGH Renal Division and director of the MGH Multicultural Affairs Office, with John Potts, MD, director of MGH Research.

— Children giving to children

(Continued from Page 1)

In January, Katie and Jenna Clark, both age 8, of Chestnut Hill, also donated birthday gifts to inpatients on Ellison 17 and 18. The girls and their mother, Lisa Clark, got the idea after hearing a radio advertisement for MassGeneral Hospital for Children. The girls hosted a slumber party at which friends brought gifts to donate to the hospital.

From left, Katie, Amanda and Jenna Clark

"This was great for my daughters. They don't need any more presents and they know that," says Clark. "When they wrote about t experience in their journals, they highlighted the day they brought the presents to the children, rather than their birthday party. To me, that proves that they really got the right message out of this experience." ●

In memoriam: Irvin H. Blank, PhD

MGH researcher Irvin Blank, PhD, died April 19 at the age of 98. In a research career that spanned more than 75 years, Blank made major contributions to the understanding of physical and chemical properties of the skin and helped to explain how many medications and cosmetics affect the skin.

In 1936, Blank came to Harvard Medical School (HMS) from the University of Cincinnati and worked as a research fellow until he joined the MGH Dermatology Service in 1938. After 32 years with HMS, he retired as a faculty member in 1968, but continued doing research with the MGH Wellman Laboratories of Photomedicine and the Dermatology Clinical Investigations Unit.

Deemed the "father of moisturizers" when he received an award from the Society of Cosmetic Chemists in 1959, Blank made significant contributions to basic and clinical research in dermatology and helped build the scientific foundation for work in the cosmetic and pharmaceutical industries.

He continued his teaching and research activities at the MGH up until 1997 and remained active as a consultant and adviser to the MGH Dermatology Department and HMS until recently.

"Dr. Blank was an intelligent, disciplined, unselfish and thorough investigator who contributed greatly to dermatology in its early years," says John Parrish, MD, chief of Dermatology and a longtime colleague of Blank's. "In the 62 years he was at the MGH, he never lost his childlike curiosity, love of teaching and commitment to excellence."

Toni Senecal, right, a reporter from the show, interviews Doherty in the Eat Street Café.

Media eats it up at the MGH

Helen Doherty's fame as the 1999 Massachusetts "Restaurateur of the Year" will hit the airwaves once again. Doherty, director of Nutrition and Food Services, and her crew will be featured on an upcoming edition of the "Ainsley Harriott Show," a cooking show that appears on WHDH-TV, Channel 7 at 11 am weekdays. The show featuring Doherty is expected to air in May. ●

Caldwell named president of MGH Institute of Health Professions

Ann W. Caldwell has been appointed president of the MGH Institute of Health Professions and officially will be installed in the position at the Institute's commencement ceremony May 13. Caldwell came to the Institute in October 1997 as interim president after Maureen Groër, RN, PhD, left the position.

"Ann's leadership of the Institute as interim president has been extraordinary," says Matina S. Horner, PhD, chair of the Institute's board. "She has fostered a renewed sense of mission with her forward-thinking vision for the Institute. The board's great confidence in Ann's skills as a leader and manager has been continually reinforced. Faculty, students, staff and alumni alike frequently express their admiration, respect and appreciation of her leadership."

James J. Mongan, MD, president of the MGH, has worked closely with Caldwell during the last three years to strengthen the relationship between the Institute and the hospital. "Ann has done an outstanding job at the helm of the Institute. I have enjoyed working with her," he says. "Her strong commitment to education and her wonderful leadership will serve the organization well in the challenging times ahead."

Caldwell's accomplishments as interim president include developing and implementing comprehensive clinical affiliation agreements with the MGH and Spaulding Rehabilitation Hospital and bringing three years of balanced budgets, even while a long-standing operating subsidy from MGH was being eliminated.

"I am deeply honored to be appointed president of the Institute," Caldwell commented. "To be chosen to lead such a distinctive institution and such a caring community of faculty, staff, students and alumni is a remarkable opportunity."

Ann W. Caldwell

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MGH HOTLINE

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WHAT'S HAPPENING

Brain Aneurysm Awareness Week
Brain Aneurysm Awareness Week will be May 15 through 19. To raise awareness at the MGH, the Brain Aneurysm Foundation will host an information table in the Main Lobby during that week. Foundation volunteers and MGH staff will be available to answer questions and provide information about brain aneurysms.

Women's Health Research Day conference
Harvard Medical School's Center of Excellence in Women's Health will present the first annual Women's Health Research Day Conference, May 25, from 2 to 6 pm. The keynote speaker will be JoAnn E. Manson, MD, professor of Medicine at HMS and chief of Preventive Medicine at BWH. A reception and poster presentations featuring the 1999 HMS Fund for Women's Health grant recipients will follow the conference. To register or for more information, call 432-4372 or send e-mail to Stephanie Mandell at *smandell@hms.harvard.edu.*

Women's health course
A course about women's health will be offered to Partners primary care physicians, June 1, 5:30 to 9 pm at BWH in the Bornstein Amphitheater. The program will involve lectures, a panel discussion and review of topics relevant to women's health. Advance registration is required by May 26. For more information, call 278-1058.

Partners annual reports
Partners annual reports are now available to MGH employees. They may be obtained at hospital information desks or by calling the MGH Public Affairs Office at 6-2206.

Weight management seminar
MGH Nutrition Services will offer its 10-week weight management class "Winning at the Losing Game," beginning May 9. Classes meet Tuesdays, 5:30 to 7:30 pm. The program includes nutrition education by a registered dietitian, an exercise program supervised by a physical therapist and martial arts instructor and behavior modification to assist with lifestyle change. The course costs $225 for MGH employees and is limited to 15 participants. To register or for more information, call 6-2799.

Kidney disease seminar
The Massachusetts, Rhode Island, New Hampshire and Vermont chapters of the National Kidney Foundation and the Northeast Friends Chapter of the Polycystic Kidney Research Foundation will present "Polycystic Kidney Disease: Issues and Strides," April 29, 12:30 to 5:30 pm at the Marriott Hotel, 2 Cambridge Center, Cambridge. Patients, families and health care professionals are invited to attend. To register, call (800) 542-4001.

YouthCare fundraiser
The "Give Children a Chance" fundraising event will be held May 3, at 7 pm, Scullers Jazz Club in the Doubletree Guest Suites Hotel in Boston. Proceeds from the event will benefit YouthCare at the MGH Charlestown HealthCare Center, a program that provides therapeutic after-school and summer activities for children with social, emotional and behavioral disabilities. The event will be hosted by Virginia Cha from WBZ-TV, Channel 4 and will feature the New Black Eagle Jazz Band. Tickets are $75. To purchase tickets, send e-mail to Sylvia Kristal at *skristal@partners.org* or call 4-8241.

CRP seminar series
The Clinical Research Program will host the final lecture in the "Ethics in Clinical Research" series, May 17, noon to 1 pm in the Wellman Conference Room. Margaret Dale, JD, of the Harvard Medical School Office of Research Issues, will present "Research and Data Integrity," a discussion about the definition, oversight mechanisms and consequences of scientific misconduct, including fraudulent data entry. This lecture qualifies for 1.2 CEUs for nurses. Dessert and beverages will be provided. To register, call 6-1669 by May 15.

IN GENERAL

Christene A. Huang, PhD, of the MGH Transplantation Biology Research Center, recently received a research grant from the Cure for Lymphoma Foundation (CLF), a nationwide, not-for-profit organization that each year awards 10 research grants to study the prevention of lymphoma. The two-year fellowships are awarded by the CLF Scientific Advisory Board, which is composed of representatives from the nation's leading comprehensive cancer centers.

BankBoston in Charles River Plaza closing temporarily

On Thursday, May 11, the Charles River Plaza branch of BankBoston at 161 Cambridge St. will close at 3 pm to prepare for the conversion to Fleet Bank. The ATM machines in the branch lobby will continue to operate throughout the day and evening of May 11. MGH employees and staff who require other services, including check cashing, are advised to visit the branch before 3 pm on that day. On Friday, May 12, the branch will reopen as FleetBoston.

MASSACHUSETTS GENERAL HOSPITAL

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May 5, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting outlines hospital activities

In a leadership meeting April 28, MGH department heads, managers and supervisors heard a range of presentations about the hospital's goals and financial performance, current activities of the Massachusetts General Physicians Organization (MGPO) and the status of the ambulatory care building project.

James J. Mongan, MD, MGH president, began the meeting with a report on the hospital's positive financial performance for the first two quarters of fiscal year 2000. Results for the first and second quarters showed a current operating gain of $13.9 million. These favorable results can be attributed to increases in inpatient and outpatient volume for the first six months of the fiscal year, with admissions roughly 1,000 over budget and 1,500 over last year's second quarter.

"We are pleased with the healthier numbers we are showing compared with this same time last year," said Mongan. "Thanks to a great deal of hard work from everyone throughout the hospital, our financial situation is much more positive. To maintain these improved results moving forward, we need to stay focused on managing the budget process while continuing to provide the same high-quality care to our patients."

Sally Mason, vice president for Finance, credited the hospital's strong volume, aggressive expense management initiatives and last year's efforts to reduce length of stay for contributing to the gain. Unexpected developments — such as getting some relief from the Balanced Budget Act and a favorable outcome of negotiations with the National Institutes of Health for an increase in research overhead rate — also contributed to the positive results.

Peter Slavin, MD, chief executive officer for the MGPO, acknowledged the five-year anniversary of the MGPO and gave a brief overview of the physician organization's current activities. Slavin noted that, as the largest physician organizations in New England, the MGPO has taken a strong advocacy role in ensuring that physicians receive fair compensation from health insurers. Statistics show that Massachusetts physician fees are among the lowest in the nation, but despite these lower fees, Massachusetts physicians face higher costs associated with running an office and a higher-than-average cost of living. MGPO leadership is negotiating contracts with local insurers, such as

(Continued on Page 3)

Two MGHers receive Pamela J. Ellis award on Secretary's Day

It was a tough decision for the Pamela J. Ellis Memorial Secretarial Award selection committee to make this year. The decision was so tough, they decided to select two MGHers to receive the award at the MGH Secretary's Day luncheon April 26.

Stephanie Dailey of Cardiac Surgery and Cheryl Fargo of the Bulfinch Medical Group were chosen from the 95 employees who were nominated for the award, which was established in memory of Pamela J. Ellis, a former executive secretary at the MGH who died in October 1996.

The $1,000 award is presented to an MGHer who exhibits the outstanding qualities that Ellis demonstrated during her tenure.

From left: Dailey with James J. Mongan, MD, MGH president, and Fargo

Governor announces statewide task force on health care

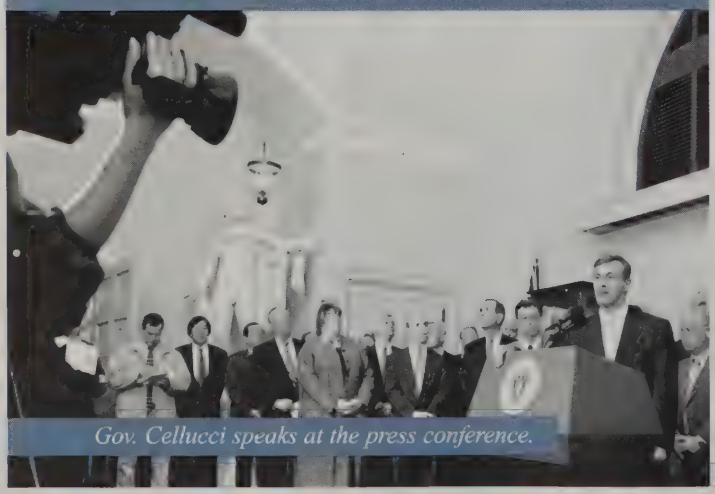
Gov. Paul Cellucci, Lt. Gov. Jane Swift, Senate President Thomas F. Birmingham, House Speaker Thomas M. Finneran and several other key Massachusetts state leaders held a press conference in the MGH Ether Dome May 1 to announce the formation of a statewide task force to conduct a comprehensive analysis of the health care industry in Massachusetts. The task force will evaluate several areas of health care, including operation, administration, access, regulation, financing, revenues, cost, liabilities, reserves, financial viability, delivery, outcome and quality.

"Massachusetts has a reputation for being a world class leader in medicine," said Cellucci. "The task force will work to protect this reputation and will ensure that the hundreds of thousands of Massachusetts residents who work in health care are protected and supported."

Leading the task force will be former Massachusetts Supreme Judicial Court Chief Justice Herbert Wilkins and Stuart Altman, a professor at Brandeis University. "We are truly honored to take on this responsibility," said Altman. "We will work as hard as we can, and I feel confident that many of the problems we will look at are solvable."

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, also will serve on the task force. Other members of the task force include representatives from hospitals, health maintenance organizations, extended care facilities, health care providers and consumer advocates, along with representatives of business, labor and government.

The governor stated that an interim progress report will be submitted by the end of the year 2000 and a final report of findings should be completed by the end of 2001.

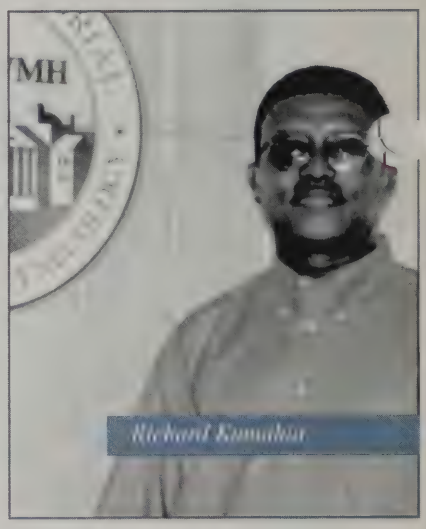


Gov. Cellucci speaks at the press conference.

Support service grant helping employees to get ahead

MGH employee Richard Kumahia had aspirations to go back to school to earn a degree in science management. Having worked at the MGH for eight years, Kumahia finally found the opportunity to combine a college career with his full-time job through the assistance of the Support Service Employee Grant Program.

Kumahia, who is a patient care information associate in the MGH Vincent Obstetrics and Gynecology Unit, is one of 60 MGH employees who have been awarded a support services grant since the program began in January 1999. This program is funded by the MGH Diversity Committee, which is chaired by James J. Mongan, MD, president of the MGH. With the help of the Support Service Employee Grant Program, which awards grants up to $1,500 to help defray the cost of an employee's education, Kumahia was able to register at Lesley College, where he is enrolled in the accelerated program.



Richard Kumahia

Recipients of the grants are paired up with MGH mentors who volunteer to help guide grantees in their career paths. Richard Chester, a Human Resources representative and program mentor, meets with Kumahia every week to help him get the most out of his educational experience. Kumahia also credits Jae Lee, operations manager for the unit, and Marie LeBlanc, RN, nurse manager on Ellison 7, for encouraging him to apply for this grant. Although LeBlanc is not an official mentor for the employee grant program, Kumahia describes her as the inspiration behind his pursuit of a degree in the health care field.

"I know that Marie and Richard are very busy people, but they always have time to sit down and discuss my classes with me," says Kumahia. "I am indebted to their selfless guidance as I continue to work, while earning my degree."

Kumahia plans to complete his degree within the next few years in hopes of getting a new position at the MGH.

To qualify for this grant, an employee must be in good standing, benefits eligible and have worked at the MGH for two years in a support service position. Applications will be available in June with deadline for submissions June 30. For more information about the Support Service Employee Grant Program, contact Nancy Marttila at 4-3055.

MGH Downtown celebrates fifth anniversary

Much has changed over the past five years for MGH Downtown. Started in 1994 in a small office at Emerson Place with one physician and a handful of patients, the practice, now located in the heart of Downtown Crossing, has four full-time physicians, 11 support staff members and nearly 10,000 patients.

Mark Costa, MD, who started the practice and served as the medical director for two years, credits the hard-working staff and dedicated physicians for the success of the practice in serving the downtown population. "We have a terrific group of people working here," says Costa. "Everyone at MGH Downtown is dedicated to serving the needs of our patients. We are here to show the people of downtown that high-quality care can be given by doctors who know them, care about them and are accessible to them despite the hassles that are sometimes associated with managed care."

Clockwise from left, Barbara Holbert, MD, Jennifer Gurule, Steven Gardner, MD, Phanie Duffy and Mark Costa, MD.

The MGH Downtown physician staff includes Costa, Steven H. Gardner, MD, MPH; Anna C. Vouros, MD; and newcomer Barbara Holbert, MD. Richard Winickoff, MD, has been medical director since 1996, and Alan W. Jenest, MD, retired from the practice in 1999.

Now in a historic building at 294 Washington St., the practice serves two patient populations — working professionals from the financial district and patients who are referred from the MGH.

According to Gardner, the practice follows a customer service model of providing convenient care for patients. "We are extraordinarily busy now, but we try not to keep patients waiting," he says. "Our patients have a limited time to come in. They usually come in on their lunch break or after work, so we try to accommodate their schedules as much as we can." The practice offers convenient hours, more on-site services and the expertise of MGH specialists to accommodate patients' needs.

To help meet the demand of providing care to such a large patient base, Barbara Holbert, MD, joined the practice in October 1999 after practicing at New England Medical Center for nine years. "It is great to be here, and my patients who came here as well seem very pleased with the MGH system," says Holbert. "I also think it is good to have an additional female physician on staff. Dr. Vourous and I both have an interest in women's health, and I think we make a good team in caring for the female patients in the practice."

Thousands of patients and five years later, MGH Downtown is considered a success by MGH Primary Care Services and the Massachusetts General Physicians Organization. It is so successful, in fact, that MGH Downtown's operating style has served as a model for other MGH practices.

"Creating a successful practice is no small feat," says Britain Nicholson, MD, chief medical officer for the MGH. "Dr. Costa and his colleagues under the direction of Dr. Richard Winickoff deserve an enormous amount of credit for this achievement."

— Leadership meeting outlines hospital activities

(Continued from Page 1)

Blue Cross and Blue Shield, to bring more equity to the fee schedules.

Michael Jellinek, MD, senior vice president for Administration, gave a progress report about the construction of a new ambulatory care building, an underground parking facility, renovation of the Charles Street T station and the commercial development of the jail site. The first phase of the ambulatory care building project will involve erecting a structure over the Northeast Proton Therapy Center, which will offer approximately 180,000 square feet of additional space. The second phase of the project will include demolishing the VBK and Clinics buildings and constructing a 220,000-square-foot building in their place. The project is expected to cost approximately $180 million and be completed in 2006.

At the meeting, Mongan also told the audience about recent retreats held with his senior management team in which specific goals have been identified to guide hospital activities. Some of the goals include organizing care to be more convenient, accessible and manageable for patients; improving quality and safety programs to ensure patient satisfaction; managing space and facilities effectively to allow for appropriate growth of programs and services; improving information systems to support patient care; and continuing to work with clinicians to reduce length of stay and manage expenses. Mongan emphasized that these goals — although considered a work in progress — should help MGHers set priorities and manage progress as the hospital moves into 2001 and beyond. ●

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MGH HOTLINE

WHAT'S HAPPENING

BankBoston in Charles River Plaza closing for a day
On Thursday, May 11, the Charles River Park branch of BankBoston at 161 Cambridge St. will close at 3 pm to prepare for the conversion to Fleet Bank. The ATM machines in the branch lobby will continue to operate throughout the day and evening. MGH employees and staff who require other services, including check cashing, are advised to visit the branch before 3 pm on that day. On Friday, May 12, the branch will reopen as FleetBoston.

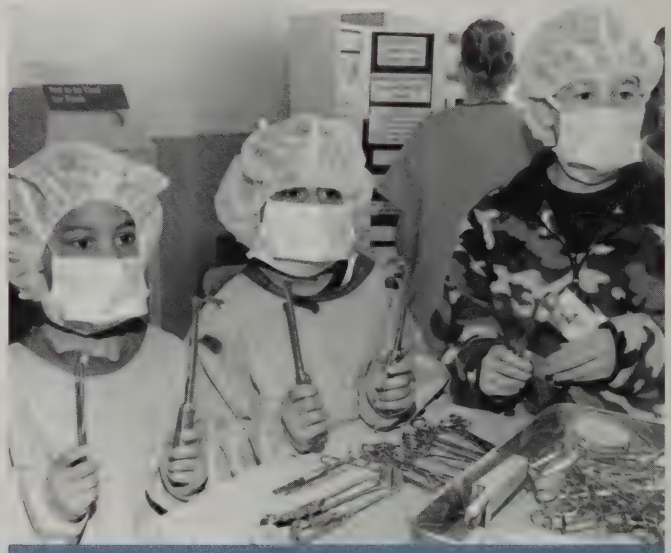
Discussion about research ethics
The MGH Ethics Task Force will sponsor "The 'Far Side' of Clinical Research: A Fresh Perspective on Research Ethics," May 10, from 5 to 6 pm in the Ether Dome. Refreshments will be served beginning at 4:30 pm. The presentation and discussion will be led by Greg Koski, MD, PhD, director of MGH Human Research Affairs. For more information, call 4-5348 or send e-mail to *skdodge@partners.org.*

Insulin resistance symposium
The MGH and MIT will sponsor a multidisciplinary symposium about "Insulin Resistance in Human Disease," May 16, 1 to 6 pm at MIT, 20 Ames St., E15-070, Cambridge. Topics will include the cardiovascular implications of insulin resistance, use of NMR spectroscopy and novel insulin resistance syndromes. Speakers will include Joseph Avruch, MD, of the MGH Diabetic Unit; Gerald Shulman, MD, PhD; James Meigs, MD, of MGH Internal Medicine; Steven Grinspoon, MD, of the MGH Neuroendocrine Unit; and Ann Taylor, MD, of the MGH Reproductive Endocrine Unit. Refreshments will be served. For more information, call 253-3091.

Montreal and white water rafting trip
The MGH Outdoor Club will sponsor a trip to Montreal and white water rafting on the Rouge River in Quebec, June 23 through 25. The trip includes round-trip travel in a luxury motor coach from CNY, Friday and Saturday nights in a hotel and a full day of white water rafting on Sunday. For more information on this or other trips, send e-mail to the MGH Outdoor Club at *lgarniss@partners.org.*

Spellers wanted for spelling bee
The MGH will sponsor a team for the Boston Adult Literacy Fund's Annual Corporate Spelling Bee, May 23, 4:30 to 7 pm at the Federal Reserve Bank. Excellent spellers are needed to represent the MGH. There will be a buffet supper immediately following. Anyone interested in participating should contact Darby Brigham at 278-1053 by May 20.

Author speaks about caregivers of aging parents
Best-selling author Claire Berman will speak about issues related to caregiving for aging parents May 24, 5 to 7:30 pm, in Walcott Rooms 2 and 3. Berman is the author of *Caregiving for Yourself While Caring for Your Aging Parents: How to Help, How to Survive.* She also has written articles for *People Magazine, Woman's Day* and other national publications. This presentation is sponsored by MGH Senior Health and the MGH Family-Caregiver Support Program. A book signing and discussion will follow. Refreshments will be served. Space is limited. For more information or to make a reservation, call 6-4600 ext. 7802.



A future in surgery?

Brianna and Julian McRae along with Genya Levin *(above, from left),* were gowned and masked as they learned about preoperative nursing during the MGH Take Our Children to Work Day career fair April 27. More than 125 youngsters spent the day touring areas such as the Pharmacy, the Chapel, the Electric Shop, the Blum Patient and Family Learning Center and the Police and Security Department. Kids also learned about various medical occupations at the interactive career fair and received certificates for completing the day's activities.

MASSACHUSETTS GENERAL HOSPITAL

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by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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May 12, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Jeanette Ives Erickson, RN, MS

Leaders and heroes — the MGH celebrates nursing

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, presented "Nurses: Leaders or Victims? Taking Control of Our Profession," as part of the MGH's celebration of National Nursing Week, May 8 through 12. Erickson's presentation focused on the empowerment of nurses, taking on leadership responsibilities at the MGH and the retention and recruitment of the best nurses in the United States. "We are here to celebrate your contributions to your patients and to the MGH," said Erickson. "They are our common bond to the health care profession." Other events throughout the week included seminars and presentations about therapeutic touch, persons with disabilities, research on cognitive therapy, vascular nursing and celebrating nurse heroes, as well as two staff nurse receptions and a trip to the Museum of Science.

A special Mother's Day gift

Tears come to Hatice Akdeniz's eyes as she remembers her previous experience at the MGH when she was diagnosed with leukemia in 1994. Now, after many chemotherapy treatments and follow-up visits, she is in long-term remission and came back to the hospital this month for a much happier occasion — the birth of her daughter.

"I am so happy to be here this time," says Akdeniz. "I never thought I would be able to have a baby because of all of my chemotherapy treatments, but here I am!"

Akdeniz was only 25 years old when she was first diagnosed with leukemia in November of 1994. Recently married, she had just returned to the United States from her native country of Turkey to set up a new home in Methuen for herself and her husband Haluyna, who remained in Turkey for a few months to complete his military service.

Akdeniz suffered from cold-like symptoms for several months before she finally sought treatment at the MGH. After several tests, Akdeniz was diagnosed with myelogenous leukemia and was referred to Michael Seiden, MD, now of the MGH Gillette Center for Women's Cancers.

With no family history of the disease, Akdeniz was shocked by the diagnosis. She underwent rigorous chemotherapy treatments for five months. Seiden describes Akdeniz as being very brave throughout the ordeal. "In the uncertain world

(Continued on Page 4)

Hatice and Selin Akdeniz (right) share with one of her nurses, Blake Li, Jeff Robichaud, RN

Cliff Stewart: Master builder, mentor and friend

Clifford Douglas Stewart III may not have been an MGH employee, but many considered him a true MGHer. Stewart, who worked for Walsh Brothers Estate and Facilities Department. "Although Cliff worked for Walsh Brothers, I honestly feel that he was so dedicated to the MGH that the hospital was his top priority."

Cliff Stewart (right) with James H. Walsh III, president of Walsh Brothers

Construction Company and spent 20 years working with the Planning Office at the MGH, died last year at the age of 47. In his memory, many of his former colleagues, friends and family members have established a scholarship that will allow employees of the MGH, Walsh Brothers or other contractors working at the MGH, to take college or construction trade courses. Funding for the scholarship comes from private donors and a large donation from Walsh Brothers.

"Those of us who worked with Cliff often found ourselves asking 'How did he know that?'" says Jim Guiry, senior construction manager in the MGH Planning Office, part of the Partners Real

According to his former colleagues, Stewart, who worked nearly 60 hours a week at the MGH, knew how almost everything worked within the complex campus of the hospital. "Cliff built half the hospital," says David Hanitchak, of the MGH Planning Office. "I see his hand everywhere I go." Stewart's sudden death unleashed a tremendous outpouring of emotion. People wanted to memorialize him because he represented the very best in collaborative relationships.

"We were so moved when we heard that the MGH was putting together the scholarship in Cliff's name, and we wanted to do anything we could to help," says Richard C. Walsh, vice president for Walsh Brothers. "Cliff would have loved the idea of helping those in his profession advance their careers. We are pleased to have the opportunity to help make that a reality."

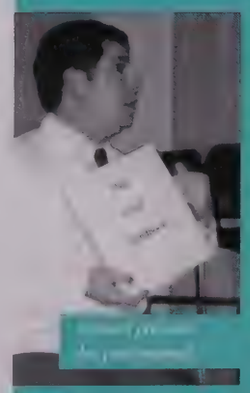
Stewart also was well known to many outside of the MGH Planning Office and Walsh Brothers. Helen Doherty, RD, director of Nutrition and Food Services, worked closely with Stewart when the Eat Street Café was built. "I admired Cliff," says Doherty. "He was brilliant yet generous with his knowledge. In rebuilding the Department of Nutrition and Food Services he, more than anyone, could sum up a difficult day and have a quiet word or two that would convince me that the light at the end of the tunnel was not an oncoming train."

A memorial plaque in Stewart's honor will be placed at the bottom of the stairs outside the Eat Street Café. A dedication ceremony will be held May 18 at 3:30 pm in the Garden Room of the Eat Street Café.

Applications for the scholarship will be available May 19 through the Planning Office; Human Resources on White 14; at the Walsh Brothers site office in the Gray basement; and headquarters offices of Buildings and Grounds, Police and Security, Nutrition and Food Services and the Volunteer Department. For more information, call 6-2442 or send e-mail to Guiry at *jguiry@partners.org*.

Health Awareness Day in Charlestown

Results from the MGH Pain Pulse



— Mother's Day gift

(Continued from Page 1)

of a chemotherapy floor, she faced the unpleasantness of her treatment with a smile and never complained."

Seiden says that the high doses of chemotherapy used to treat Akdeniz's leukemia often can result in sterility, so the possibility of her getting pregnant in the future was uncertain.

Erika Rosato, RN, Akdeniz's former oncology nurse and now a program director at the Spaulding Mass Eye and Ear Unit, remembers that Akdeniz was very concerned about the effect of the chemotherapy on her chances of having a family some day. "Hatice understood she needed to have the chemotherapy," she says. "But we never gave up hope that someday she would be blessed with a baby — even though the odds were against her."

Fortunately, the chemotherapy worked, and the leukemia went into remission. Akdeniz continues to come to the MGH for follow-up visits to ensure the disease does not return.

When the couple decided to try to start a family last year, they once again turned to the MGH for help. Akdeniz went through fertility treatment under the care of Janet Hall, MD, of the MGH Reproductive Endocrine Unit.

According to Hall, the chemotherapy had not destroyed Akdeniz's ovaries, and she responded to treatment. "Hatice was so clear in her desire to have a child, so positive that Dr. Seiden would give her the go-ahead and so sure that it would all work out," says Hall. "And she was right."

Robert Blatman, MD, of the MGH Vincent Obstetrics and Gynecology Service, followed Akdeniz closely throughout her pregnancy and kept in close communication with Seiden to make sure the pregnancy went smoothly, considering Akdeniz's medical history.

On May 4, Selin Akdeniz arrived at a healthy 10 pounds, 1 ounce, delivered by caesarean section. "She is the first baby in my family, so everyone is so excited about her," she says. "She has changed my life."

Rosato visited Akdeniz and her new bundle of joy while she was on Blake 13. "For Hatice and Huseyin, the treatments were worth it because not only is she healthy and in complete remission, but they have a beautiful baby — the greatest gift of all," she says. "It is so uplifting for an oncology nurse like myself to witness something as unexpected and beautiful as this."

Seiden adds: "Hatice has accomplished more in five years than many of us accomplish in a lifetime. She has a lot of pride, and I predict that she has a lot of happiness and health ahead of her." ●

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MGH HOTLINE

WHAT'S HAPPENING

A New Take on Parenting Difficult Kids

The Employee Assistance Program will sponsor "A New Take on Parenting Difficult Kids," a seminar about dealing with children and adolescents who are easily frustrated and have a difficult time adapting to change, May 18, noon to 1 pm in the Wellman Conference Room. Ross Greene, PhD, of MGH Psychiatry, will present the seminar. For more information, call 6-6976. Participants may bring a lunch.

MGPO forum series

The Massachusetts General Physicians Organization (MGPO) will begin a forum series with a presentation by James J. Mongan, MD, president of the MGH, about "Markets and Managed Care — The Road to the Future or a Wrong Turn?" The forum will be held May 15, 5 to 6 pm in the O'Keeffe Auditorium. Refreshments will be served.

Substance abuse assessment seminar

The Center for Clinical and Professional Development and West End Clinic Addiction Services will sponsor "Substance Abuse: Withdrawal in the Acute Care Setting," May 22, 8 am to 4:30 pm in the O'Keeffe Auditorium. This program will help clinicians develop and enrich skills in the assessment and care of general medical-surgical patients who are withdrawing from drugs or alcohol. To register, call 6-3111.

MGHers on national television

Helen Doherty, RD, FMP, director of Nutrition and Food Services, along with other MGHers, will appear on "The Ainsley Harriott Show," which airs locally on WHDH-TV Ch. 7, March 15, 11 am.

Bone marrow donor drive

The MGH Bone Marrow Transplant Program will host a bone marrow donor drive for all MGH employees, May 25, from 10 am to 3 pm in the lobby by the MGH Blood Donor Center on Gray 1. Two tubes of blood will be tested and the blood antigens will be forwarded to the National Marrow Donor Program. For more information, call Patty Perrino at 4-1127 or Cindy Bolduc at 4-1364.

The MGH Backup Childcare Center June vacation camps

Registration for June vacation camps at the MGH Backup Childcare Center will be held May 17, beginning at 8 am. Camps run June 19 through 23 and June 26 through 30. Campers must be between the ages of 6 (completed kindergarten) and 12 years. Tuition for each camp is $200. Activities will include trips, games and visits from various groups. To register, call 4-8414.

Women's health luncheon

The North End Community Health Center and the MGH Community Health Associates will sponsor a women's health luncheon, May 24, noon to 2 pm at the North End Community Health Center, 332 Hanover St., Boston. Annekathryn Goodman, MD, of the Gillette Center for Women's Cancers at the MGH, will speak about hormone replacement therapy and its impact on cancer risk. Information about osteoporosis, nutrition, breast and cervical cancer, hormone replacement therapy and coronary heart disease will be available. Seating is limited. To register, call (781) 485-6215.

Genomics Approaches to Common Diseases Series

The Clinical Research Program (CRP) will sponsor "The Continued Power of the Mouse," May 23, 4 to 5 pm in the O'Keeffe Auditorium. Karen Moore, PhD, CSO, of Hypnion Inc., will discuss how the mouse can be used to study novel therapeutic interventions for human disease. The talk will continue with the discussion of the future of mouse genetics in the post-genome-sequence era. To register online, visit the CRP website at *http://crnet.mgh.harvard* or call 6-1669.

CNY Finance open house

Partners Finance will host an open house, May 18 at CNY, Building 149, 4 to 7 pm. This is an opportunity for employees to learn about current openings for non-exempt positions. Managers will be on-site to meet with potential applicants. Participants should bring multiple copies of a resume. The Partners shuttle will be available for transportation. Those arriving by car may have their parking validated. For more information, visit the website at *www.partners.org/jobs.*

Best-selling author to speak about caring for aging parents

Best-selling author Claire Berman will speak about issues related to caregiving for aging parents and other aging-related topics at a special presentation May 24, 5 to 7:30 pm, Walcott Rooms 2 and 3.

Berman is the author of "Caring for Yourself While Caring for Your Aging Parents: How to Help, How to Survive." This presentation is sponsored by MGH Senior Health and the MGH Family-Caregiver Support Program. Refreshments will be served from 5 to 5:30 pm, and a book signing and discussion will follow the program, from 7 to 7:30 pm. Seating is limited. To make reservations, call (617) 726-4600 ext.7802.

MASSACHUSETTS GENERAL HOSPITAL

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May 19, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Claflin awards support women's developing research careers

For Mary McNaughton Collins, MD, and Christene Huang, PhD, a busy day consists of balancing their research, teaching or clinical responsibilities with the demands of a young family. Both at a time of growing challenge and opportunity in their careers, Collins and Huang felt a need for a resource that could help them continue to grow as researchers while maintaining their family lives. They found this resource through the Claflin Distinguished Scholar Awards.

Established by the Women in Academic Medicine Committee to help address work and family issues, the Claflin awards are funded by the Executive Committee on Research (ECOR) and are given to junior faculty women to support their ability to continue research careers while raising families. The Claflin awards are a two-year, $30,000 grant, which may be used to hire a technician, postdoctoral fellow or graduate student.

McNaughton Collins began her MGH career in 1995 as a fellow in General Medicine under the mentorship of Michael Barry, MD, and then joined the staff of Internal Medicine Associates as a primary care physician in 1997. She also is an instructor of medicine at Harvard Medical School (HMS) and works with the Center for Innovative Minimally Invasive Therapy.

With such a tight schedule, McNaughton Collins wanted to ensure continuous work on her research in prostatitis, an inflammation of the prostate gland. The Claflin award will provide her with funding to hire a project coordinator to help manage the study.

"This award has come at a great time in my career, as I face the demands of my practice, research and teaching as well as the needs of my thriving 11-month-old daughter, Katherine Maeve," says McNaughton Collins. "This grant will help me keep the research aspect of my career on track without sacrificing any other important aspects of my life."

McNaughton Collins with daughter, Katherine

Huang, an investigator at the MGH Transplantation Biology Research Center (TBRC), also is an instructor at HMS. For four years, Huang has worked as a postdoctoral fellow in the TBRC at CNY under the direction of David H. Sachs, MD. Huang's funded research, entitled "Characterization of post-transplant

(Continued on Page 3)

ADVANCES

Language loss may improve ability to spot lying

A study in last week's issue of *Nature* finds that people with aphasia — a loss in language ability resulting from a stroke or other type of brain damage — appear to have a significant advantage in spotting liars, particularly when the untruths are given away by changes in facial expression. Nancy Etcoff, PhD, an MGH psychologist who led the study, explains that the phenomenon had been reported previously by neurologists treating people with aphasia but had never been studied in a scientific manner.

In the current study, Etcoff and her colleagues used a series of videotapes in which volunteers twice talked about their current emotional state in a positive way. In one instance they were looking at a pleasant scene and telling the truth; in the other instance they were looking at distressing scenes and lying about their emotional state. The tapes had been analyzed previously to identify subtle changes in facial expression or changes in vocal pitch associated with the untruthful interview.

The taped interviews were shown to a group of patients with aphasia and to three control groups. While people in general have only a 50/50 chance of detecting when someone is lying by their expression or tone of voice, the aphasia patients were able to detect lies cued by facial expression alone 73 percent of the time. The aphasia patients also did better than the other groups in detecting lies cued by both facial and vocal changes, but none of the groups did well in recognizing lies cued by changes in vocal pitch alone. Etcoff explains, "It looks like patients with aphasia may be more sensitive to nuances in facial expression that reveal a disconnect between what someone is trying to express and what they really are feeling."

"Give Children a Chance" event to benefit YouthCare at MGH Charlestown

The "Give Children a Chance" fundraising event to benefit YouthCare at the MGH Charlestown HealthCare Center was held at the Scullers Jazz Club in the Doubletree Guest Suites Hotel May 3. YouthCare is a program that provides therapeutic after-school and summer activities for children with social, emotional and behavioral disabilities. The event was hosted by Virginia Cha from WBZ-TV, Channel 4 and featured the New Black Eagle Jazz Band. Pricewaterhouse Coopers was a major sponsor of this event.

Pictured at right are (from left) Michael Cauley, MD, executive director of YouthCare; Virginia Cha; Joan Quinlan, director of MGH Community Benefits; Scott McLeod, PhD, associate director of YouthCare; Sylvia Kristal, administrative director of YouthCare; and Lori Hodgins, program director for YouthCare.

MGH is top NIH-funded research hospital in the country

For the sixth year in a row, the MGH was the top recipient of research funds from the National Institutes of Health (NIH) among independent hospitals. During 1999, the MGH received $155 million from the NIH, an increase of 15.5 percent over its 1998 total of almost $136 million. Among all institutions receiving NIH grant funding — including several major universities with their own hospitals — the MGH was in 16th place, moving up one place from the previous year. The hospital's total research funding for 1999 — including corporate support and foundation grants — totalled more than $247 million.

BWH was number two among independent hospitals, with total NIH funding of $146.5 million, up 11.7 percent from its 1998 total, and ranked 23rd overall. Dana-Farber Cancer Institute, with whom Partners has a joint venture in adult cancer care, ranked fifth among hospitals, and McLean Hospital ranked 15th. If all Partners hospitals, including Spaulding Rehabilitation Hospital, were regarded as a single research center, the grand total of $322.6 million would be second nationwide only to Johns Hopkins University, which includes a number of hospitals along with its medical school.

All of the top five independent hospitals were Boston institutions affiliated with Harvard Medical School: Beth Israel Deaconess Hospital was in third place and Children's Hospital ranked fifth. New England Medical Center held the number six position.

"The MGH has seen a phenomenal expansion in its research effort, growing 230 percent over the past 10 years," says Ronald Newbower, PhD, senior vice president for Research Management. "Our investigators' continuing success in achieving major grant support from the NIH and other sources is a testament to the excellence and critical nature of the work they are doing."

— Claflin awards

(Continued from Page 1)

lymphoproliferative disease (PTLD) in miniature swine after allogeneic hematopoietic cell transplantation," was recognized not only by the Claflin award, but also with a grant from the Cure for Lymphoma Foundation. With Huang's recent achievements, she will be able to support a research technician for her project.

"I have two daughters — Nicole, who is 7 and Melissa, who is 3 — and I am often unable to work extended hours in the lab," says Huang. "With the assistance of a research technician supported by the Claflin award, I hope to have more time to complete manuscripts and prepare grant applications, which are critical to further my career development."

Huang with Nicole, right, and Melissa

For more information about the next Claflin awards, call Suzanne Allo at 4-3693. ●

Partners town meeting

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners at a town meeting May 26, 10 to 11:30 am, in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

Questions may be posed at the town meeting or submitted in advance through in-house mail with this coupon.

Submit questions by May 24 to the MGH Public Affairs Office, 100 Charles River Plaza, sixth floor or by fax to 6-7575 or by e-mail to *Hotline@partners.org.*

Question #1 _____

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Question #2 _____

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MGH health centers host health forum

Staff from MGH Chelsea and Revere HealthCare Centers recently co-hosted, with Harbor Community Health Alliance, a forum to showcase innovative community health programs in the communities of Chelsea, Revere and Winthrop. Local politicians, community leaders and residents, staff of health and human service agencies, and community health program supporters attended the forum to learn more about programs that have succeeded in improving the health of community residents.

Among the programs highlighted was MGH Chelsea's First Link Program, which brings comprehensive, culturally sensitive care into the homes of Chelsea families with a newborn; MGH Revere's Healthy Steps 0 to 3 program, which is an early intervention program for infants and toddlers who are at a high health risk; and MGH Revere and Chelsea's STD/HIV testing clinics program.

Above, from left, Bruce Bird, CEO of North Suffolk Mental Health Association; Mari Feldman, director of Partners Community Benefits; Roger Pasinski, MD, medical director of MGH Revere, and Kitty Bowman, director of the MGH Revere CARES program.

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MGH HOTLINE

WHAT'S HAPPENING

SummerWorks
The MGH/Timilty Partnership will place Timilty graduates in departments that need additional part-time help for the summer. SummerWorks, now entering its fourth year, has successfully placed more than 30 Timilty students at clinical, research and administrative worksites throughout the MGH. For more information about SummerWorks or to apply for student help, call 4-3210.

Blood pressure screening
The Massachusetts General Physicians Organization (MGPO) will sponsor a blood pressure screening booth in the Main Lobby, May 23, 9 am to 5 pm. To volunteer to help take blood pressures or for more information, call 4-6336.

Revere road race and health fair
The MGH Revere HealthCare Center will present the "Revere Moves Road Race and Health Fair," June 10, 8:30 am on Revere Beach. Activities will include a 5K run, a 1K fun run for children under 12 and a health fair. Information about safety and various health topics will be available, and there will be raffles, live entertainment and activities for children. Proceeds from the event will benefit the MGH Revere Teen Center. For more information or to register, visit *www.active.com* or call (781) 485-6000.

Mary E. Macdonald memorial
The MGH Department of Nursing, the MGH Nurses' Alumnae Association and the family of Mary E. Macdonald, RN, will host a service in her memory June 3, 1 to 2 pm at St. Joseph's Church, 68 Wm. Cardinal O'Connell Way, Boston. A reception will follow in the Trustees Room on Bulfinch 2.

American Express Travel Office new location
The Partners American Express Travel Office has moved to a new location at 101 Arch St. The new phone number is 330-1232 and fax number is 261-0509. All other services will remain the same. Partners employees may use the office for business travel needs.

AMMP event explores ethnic identity
The Association of Multicultural Members of Partners will present "Ethnic Man," an autobiographical show starring Teja Arboleda, June 1, noon to 1 pm in the Wellman Conference Room. The show tries to decode the mystery of personal, cultural, racial and ethnic identity. Lunch will be provided and there will be a raffle drawing for Teja Arboleda's book. For more information, send e-mail to Gaiel Thompson at *gthompson@partners.org* or call 732-5500 ext. 1605.

Medical terminology course
A course about medical terminology will be offered as a 10-week, 3-credit course at Northeastern University beginning June 13. This course counts toward the Northeastern Certificate in Clinical/Medical Coding and other allied health certifications. For more information, call Annalee Collins at 373-2525, or pick up an application at Partners Corporate Training, 185 Charles River Plaza.

IN GENERAL

David K.C. Cooper, MD, PhD, of the Transplantation Biology Research Center, has written a book entitled *Xeno: The Promise of Transplanting Animal Organs into Humans.* The book, which is published by Oxford University Press, is now available in bookstores. The book is co-written by Robert P. Lanza, MD, of Advanced Cell Technology, Inc., in Shrewsbury, Mass., with a foreword by Robin Cook, MD.

Christopher Lyman, RPH, of the MGH Pharmacy, was recently awarded the Pharmacist of the Year award by the Massachusetts Society of Health-systems Pharmacists. This award is bestowed annually to the pharmacist who has demonstrated leadership and commitment to the profession. Lyman was recognized for his contribution to the hospital's adverse drug reaction project.

Students go to work at the MGH

George Thomas, *below right,* a seventh grader at the James P. Timilty Middle School, learns the ins and outs of being an MGH information ambassador from John Rodrigues. Thomas and 23 of his classmates came to the MGH May 16 for Job Shadow Day, a citywide initiative that provides students with an opportunity to explore the workplace firsthand. The photo was taken by Naomi Vilfort, a Timilty student who spent the day shadowing Jacki Flowers of the Public Affairs Office.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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May 26, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Ann Burridge, left, a volunteer with the MGH Network for Patients and Families, offers a paper crane and a wish for peace and good health to a conference attendee.

A thousand wishes for peace and health

According to a Japanese belief, the crane is a lucky bird because it is said to live for a thousand years. In keeping with this belief, Japanese people adopted the tradition of making 1,000 paper cranes as a wish for peace and good health.

In that spirit, college students from Showa Boston — a local campus of Showa Women's University in Japan — made more than 1,000 paper cranes for the MGH Cancer Survivors Conference May 13. Each attendee of the conference received one of the colorful cranes, and the 1,000 paper cranes currently are on display in the Cancer Resource Room.

The conference for cancer patients, survivors, their families and friends featured two panels, both moderated by Christopher Lydon, host of WBUR-FM radio's "The Connection." One panel discussed the journey of cancer survivors — including lessons learned, sources of strength and challenges. The other panel focused on the roles, needs, and issues of the families of cancer patients.

The annual conference was sponsored by the MGH Network for Patients and Families, a peer support program of the MGH Cancer Center.

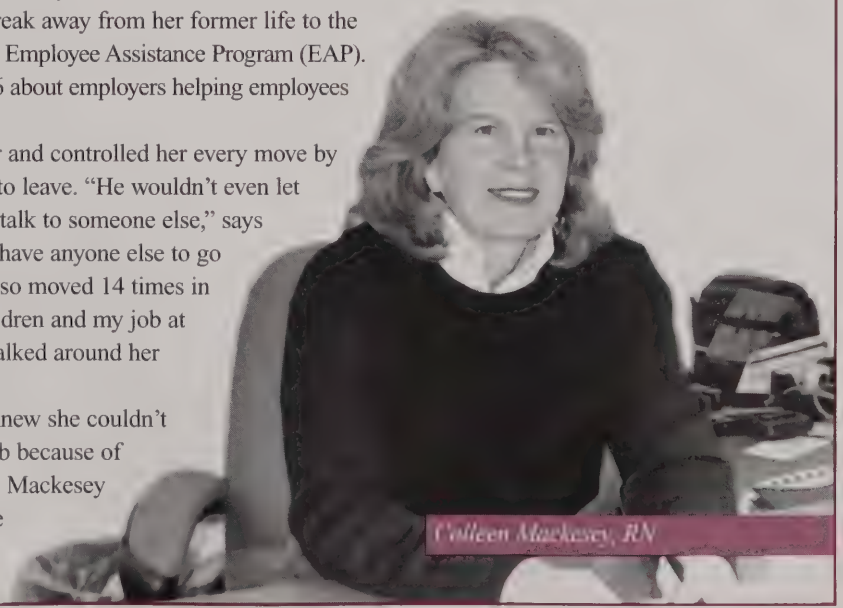
MGHer thanks hospital's services for help in turning her life around

Colleen Mackesey, RN, an Anesthesia manager, spent 14 years of her life in fear. A survivor of domestic violence, Mackesey attributes her ability to break away from her former life to the help she received from MGH Police and Security and the Employee Assistance Program (EAP). Mackesey was featured in a *Boston Globe* article April 16 about employers helping employees with domestic violence issues.

Mackesey says that her husband verbally abused her and controlled her every move by instilling intense fear that he would kill her if she tried to leave. "He wouldn't even let me go buy groceries because that would mean I had to talk to someone else," says Mackesey. "He didn't want my two children and me to have anyone else to go to, and he isolated us from all friends and family. We also moved 14 times in 14 years. The only things stable in my life were my children and my job at the MGH." Mackesey's fear grew so intense that she walked around her house with a knife at all times, ready to defend herself.

Mackesey excelled at her job at the MGH, but she knew she couldn't continue to live in fear. She worried about losing her job because of the turmoil in her personal life. Still holding onto hope, Mackesey tried on several occasions to leave her husband, despite the fear that he would kill her and her children if they left.

(Continued on Page 2)



Colleen Mackesey, RN

Never a frown when there's a clown

When "Clodette" came to work one day at the MGH and rode the elevator up to Ellison 18, she and her companions looked and acted a bit odd. That's because Clodette was on her day off from the hospital, and she and her friends were just doing their jobs as members of Jeannie Lindheim's Hospital Clown Troupe, a group of volunteer clowns who bring cheer to young patients in some of the area's hospitals.

Angie MacKillop, a patient on Ellison 18, with the clowns.

When she's not clowning around, Clodette, whose real name is Nancy Pease, is a staff assistant in MGH Molecular Biology in the Howard Hughes Medical Institute. Her fellow volunteer clowns come from all walks of life — including stay-at-home moms, doctors and real estate managers. "I got interested in clowning 10 years ago, after reading an article about the Big Apple Circus," says Pease. "A friend told me that Jeannie Lindheim was going to start the troupe, and I went to the first training. I feel like I was born to do this."

The clowns receive specialized professional training to perform at the bedside of hospitalized children. This includes learning how to use expressions and body movement, how to get permission to enter a child's hospital room and how to exit gracefully if the child indicates that he or she is not interested in being entertained. Volunteer clowns are required to make one hospital visit per month.

Jeannie Lindheim, an actress and teacher from Brookline, founded the troupe after touring with the Patch Adams, MD, 1996 annual clown tour of Russia. Adams was the subject of a recent major motion picture. The troupe is a nonprofit organization and does not charge for its services. Together, the clowns have entertained more than 10,000 children since the troupe's beginning in 1997. In addition to performing in hospitals, the group of 35 clowns also make appearances at such events as the "Making Strides" breast cancer walk and the Massachusetts Special Olympics.

"We are empowering children," says Lindheim. "We give control to children whose lives may seem out of control. We act silly and screw things up, so that the children can tell us how to do things correctly. By doing this, we invite children and their families to enter the magical clown world and, for a moment, forget about illness."

Pease adds: "It's amazing to see the integrity of these children. I love that humor can fit into difficult situations, without minimizing how scary or serious things may be."

For more information about the group, call 277-2488 or send e-mail to *lindheimj@aol.com*

— MGHer thanks hospital's services

(Continued from Page 1)

She stashed clothes around the garage, waiting for the right moment when she could gather them and flee. There were times when she became so frightened by her husband that she felt the only way out would be to kill him. She eventually hired a lawyer who helped her to get a restraining order and had him removed from her home. Her lawyer also suggested that she speak with Bonnie Michelman, director of MGH Police and Security. As it turned out, this was the best advice she could have received.

"The MGH saved my life, literally," says Mackesey. "Bonnie Michelman and Ruth Zakarin, [LICSW, a domestic violence counselor in the EAP] assured me that I would not lose my job. John Daley of MGH Police and Security escorted me to court and helped me get the most effective type of restraining order. Officers from Police and Security came out to my house and did a security check. They knew how to maneuver through the system, and that is what saved me."

Eventually Mackesey's husband was sentenced to jail for violations of the restraining order. Although he is now out of jail and on probation, Mackesey and her children are getting their lives back together.

"I can't believe that after hiding the truth from people for so long that I am able to tell my story. There is a myth that this only happens to certain types of people, but I defy that myth and I want others to know that they are not alone," says Mackesey. She has continued to succeed in her career at the MGH and regularly visits the EAP for support. "He didn't get the best of me. I'm still breathing and I do not take that for granted," she says. ●

MGH Office for Women's Careers announces awards

The MGH Office for Women's Careers (OWC) recently announced the establishment of two new awards to be given to junior women faculty. Similar to the Claflin Distinguished Scholar Awards in funding and selection criteria, the awards are designed to facilitate the academic careers of women in science at the MGH. The funding for these two awards was made possible through the generosity of an anonymous donor to the OWC.

"The hospital recognizes that a significant obstacle to career advancement for women researchers is the difficulty of maintaining productivity during the child-rearing years," says Suzanne Metallo, associate director of the OWC. "It is intended that this transitional funding will increase opportunities for women to advance to senior positions in academic medicine."

Applications for the OWC award should be submitted by June 29. To receive an application or for information about award criteria, visit the MGH Research Affairs website at *http://mghra.partners.org/news_home.cfm.*

From left, Suzanne Metallo, associate director of the OWC, Jane Claflin, honorary trustee, Nancy Tarbell, MD, director of the OWC and Ann Brogan of the OWC at the third annual OWC reception for women faculty.

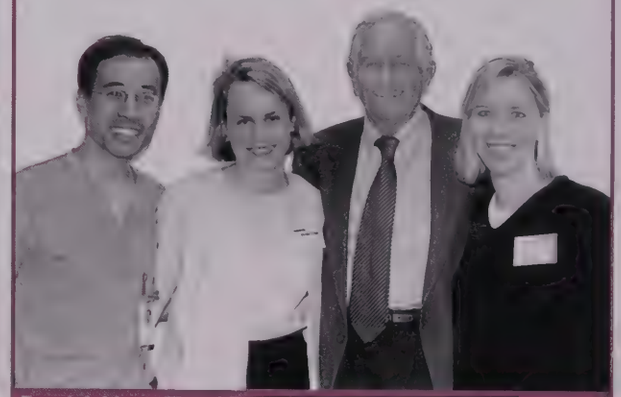
Brazelton shares expertise with MGH pediatricians

Renowned pediatrician T. Berry Brazelton, MD, and faculty members from the Brazelton Institute recently held a daylong course at the MGH about assessing newborn behavior. The training was only the second of its kind offered by the Brazelton Institute and was sponsored by the MassGeneral Hospital for Children's Division of Developmental Pediatrics and Newborn Nursery.

Eighteen MGH clinicians and other invited guests had the opportunity to learn about the Clinical Neonatal Behavioral Assessment Scale, a newborn assessment tool for clinicians developed by Brazelton and his colleagues. The scale is used by clinicians and researchers to describe a baby's strengths, individuality, adaptive responses and possible vulnerabilities and is used to help strengthen the bond between parents and their children.

The training at the MGH included lectures about infant development, discussion of case studies and a demonstration of the assessment scale with families of newborns in the MGH Newborn Nursery. "One of the most essential roles of a pediatrician working with new families is to help them understand and accept their infant's behavior and temperament," says Suzanne Nash, MD, co-director of the MGH Newborn Nursery. "Using this assessment tool helps both parents and clinicians appreciate the amazing capabilities and uniqueness of their newborn infant."

Brazelton, who completed his residency at the MGH, still practices medicine at Children's Hospital and has written 26 books about child development.



From left, Marvin Wang, MD, co-director of the MGH Newborn Nursery; Heather Kempczinski, MD, of MassGeneral Hospital for Children; T. Berry Brazelton, MD; and Suzanne Nash, MD, co-director of the MGH Newborn Nursery.

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MGH HOTLINE

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WHAT'S HAPPENING

MGH cycling team event

The MGH Missing Links Cycling Team is looking for MGHers to participate in the "MS Great Mass Getaway Cycling Tour" to benefit the National Multiple Sclerosis Society, June 24 and 25. The event is a 150-mile cycling tour from Boston to Provincetown designed for cyclists of all abilities. For more information about the ride or to join the team, call Sam Roberts at 771-3171 or send e-mail to *seroberts@partners.org*.

Support service employees grant applications

Applications now are being accepted for the Support Service Employees Grant Program. This competitive grant program is available to all support service employees who have worked at the MGH for at least two years, are benefits eligible and in good standing. The Support Service Employees Grant Program was developed to help employees further their education to fulfill career goals while improving current job performance or advancement into other positions. Applications are due June 30 for financial assistance for the fall 2000 and the spring 2001 semesters. Applications may be obtained and individual questions answered June 2, 11:30 am to 1 pm, and June 8, 2:30 to 4 pm in the Claflin Library, Bulfinch 225A or by calling Nancy Marttila at 4-3055.

Chelsea bike safety event

The MGH Chelsea HealthCare Center will present the annual "Safety on Wheels" event, June 3, noon to 3 pm at the health center, 151 Everett Ave., Chelsea. Children should bring a bicycle and helmet for a safety check. Participants are welcome to decorate bicycles and learn about different aspects of bike safety. Bike helmets, in-line skates, safety equipment and new bicycles will be raffled off. For more information, call 887-3504.

Cellular aging seminar

The Giovanni Armenise-Harvard Foundation will present "Cellular Aging and Apoptosis," June 22, 11 am to 4:30 pm in the Carl W. Walter Amphitheater, Daniel C. Tosteson Medical Education Center, Harvard Medical School. Among the speakers will be Rudolph E. Tanzi, MD, of MGH Neurology. For more information, call 535-6506 or send e-mail to *amanda_pullen@hms.harvard.edu*.

Revere road race and health fair

The MGH Revere HealthCare Center presents the "Revere Moves Road Race and Health Fair," June 10, 8:30 am on Revere Beach. Activities will include a 5K run, a 1K fun run for children under 12 and a health fair. Information about safety and various health topics will be available, and there will be raffles, live entertainment and activities for children. Proceeds from the event will benefit the MGH Revere Teen Center. For more information or to register, visit *www.active.com* or call (781) 485-6000.

IN GENERAL

Daniel A. Haber, MD, PhD, of the MGH Cancer Center, recently was selected as the recipient of the American Association for Cancer Research and National Foundation for Cancer Research's Professorship in Basic Cancer Research.

Jonathan Rosand, MD, of MGH Neurology, recently was awarded the American Academy of Neurology Founders Award for Clinical Research by a Junior Member for his investigations of hemorrhagic strokes brought on by the use of the anti-clotting drug Warfarin.

Helping children with autism

MassGeneral Hospital for Children and Spaulding Rehabilitation Hospital recently co-hosted an open house for a pediatric program to help children with pervasive developmental disorder, autism and other related learning and developmental disorders. The program, called LADDERS (Learning And Developmental Disabilities Evaluation and Rehabilitation Services), was founded in 1981 by pediatric neurologist and researcher Margaret Bauman, MD. The program became affiliated with the pediatric services at the MGH in 1997.

Located in Wellesley, the newly renovated and expanded center is custom designed to accommodate children of all ages and abilities. For more information about LADDERS, call (781) 431-9144.

Margaret Bauman, MD, gives a "high five" to a LADDERS patient at the open house.

MASSACHUSETTS GENERAL HOSPITAL

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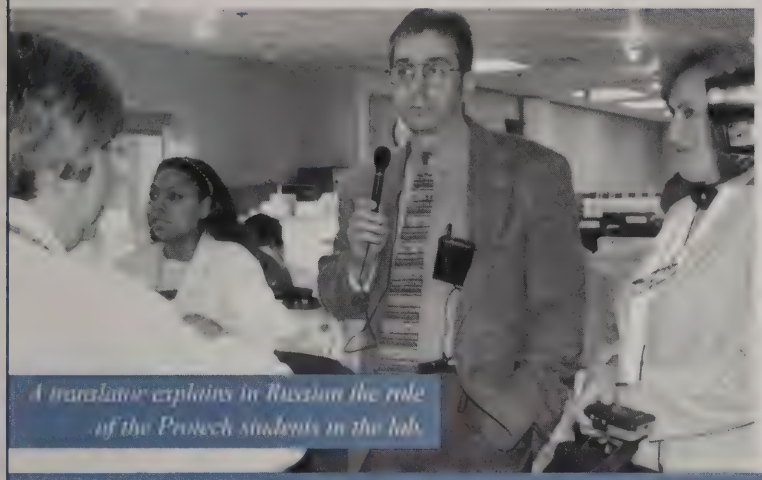
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

June 2, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



A translator explains in Russian the role of the Protech students in the lab.

Russian educators visit the MGH ProTech program

Nine highly ranked education officials from Russia visited the MGH to observe the ProTech program students of Michael Fredrickson's Histology Lab, as part of their recent U.S. tour. The group met with Henry Ryan and Gil Reppucci of Human Resources, toured Fredrickson's lab and visited the historic Ether Dome. Former and current ProTech students working in the Histology Lab greeted the visitors, including Darryl Bugg, Pevel Santos, Mildred Caban, Elizabeth O'Neal and Elizabeth Oliver.

The state of the Partners union

At a time in which health care institutions in Massachusetts face financial difficulties, the Partners system has strengthened and matured over the past six years. That was the message that Samuel O. Thier, MD, president and CEO of Partners HealthCare System, delivered in a progress report on the system. Thier also answered questions on a variety of topics at the annual Partners Town Meeting at the MGH May 26.

Thier noted that admissions to Partners hospitals have gone up in the past year, and the number of new patients at the Partners licensed and affiliated community health centers has increased from 50,000 to 195,000 since Partners was formed in 1994. Partners Community HealthCare Inc. (PCHI), the network arm of the system, reached its goal of 1,000 primary care physicians in 1999. "PCHI doctors outrank national averages of care quality," said Thier. "New initiatives will further improve care and enhance the connection of PCHI physicians to the rest of the system."

Thier demonstrated how Partners hospitals measure up in Massachusetts and the world by showing that once again, the MGH and BWH were the number one and two top hospital recipients of NIH funding, and Partners total research activity in 1999 grew to $463 million. In addition, Partners hospitals continue to be first choice locations for doctors in training, with residency and fellowship programs among the most competitive in the country.

Thier also spoke about the significant cuts in Medicare that Massachusetts hospitals still face, despite last year's successful fight to restore $12.4 billion in Medicare funding. "We have continued to grow systemwide, while continuing to bring the costs of health care down," said Thier. "But with all of this growth brings tremendous pressure to hospital employees. We are working to ensure that we have sufficient resources to carry out our patient care, teaching and research missions, through some key system integration initiatives."

These initiatives include: quality improvement, deployment of clinical trials systemwide, increasing research collaboration among all Partners institutions and developing a plan to align incentives for institutions, physicians and administrators.

In response to a question about ongoing negotiations with Blue Cross-Blue Shield, Thier called the negotiations "professional" and said that Partners is looking at all of its options to ensure fair reimbursement for physicians and hospitals.

Jeff Davis, senior vice president for Human Resources,

(Continued on Page 2)

— State of the Partners union

(Continued from Page 1)

responded to a question about the loss of one week of earned time several years ago, saying that the MGH's time off is competitive with most — and, in fact, better than — other employers throughout the region.

Regarding the Dana-Farber/ Partners CancerCare collaboration, Thier said it has been successful in attracting the top candidates to its joint educational programs, and its collaborative clinical trials are going well. The level of clinical collaboration that Partners had hoped for through the joint venture, however, has not been realized, and efforts are under way to address this issue.

To a question about whether Partners would continue its genomics and gene therapy efforts, in the wake of recent setbacks at other institutions, Thier said that Partners is moving ahead as planned, calling gene therapy the "future of medicine." ●

(Additional questions and answers can be found at right.)

Cassem steps down as chief of Psychiatry

Ned Cassem, MD, will step down as chief of MGH Psychiatry after 12 years of extraordinary achievement. Since 1988, Cassem has led the department to clinical preeminence, including consistent ratings at the top of the *US News & World Report* list of psychiatric services. His leadership also enabled the growth of clinical research programs in child and adult psychopharmacology, neuroimaging, psychotherapy and psychiatric epidemiology. Jerry Rosenbaum, MD, associate chief of Psychiatry for Clinical Research and director of the Outpatient Psychiatry Division at the MGH, will become the department's interim chief. Cassem will remain at the MGH, focusing his energy on helping patients who are facing tragedy and teaching residents and fellows how to help these patients through illness. ●

Partners town meeting questions and answers

The following questions were submitted through *Hotline* for the Partners Town Meeting. Because of time constraints, they were not answered at the meeting. Key MGH leaders have provided the responses below.

1) With the change in pharmacy benefit managers, the new benefit card has the Social Security number of the beneficiary as the ID number. This use of the Social Security number is an issue for those of us concerned about privacy and identity theft. Human Resources at the MGH has been very willing to help, but despite their attempts to work this out with Merck-Medco, there still is no substitute number available. Could this be addressed at a higher level?

Answer: The MGH has been working with Merck-Medco for several months on this issue. Shortly Merck-Medco will be able to convert from the Social Security number as the ID number to the health insurance card number. For Blue Cross Blue Shield plans (including Partners Plus and Partners Value) the health insurance card number is the same as the Social Security number unless one asks to change it. MGHers will be able to change the Merck-Medco ID number by changing the Blue Cross Blue Shield card number. Employees should contact their human resources generalists for more information about how to change the Blue Cross Blue Shield number.

2) Could someone please explain how our pension plan credits were carried over from the former pension plan to the cash balance retirement plan?

Answer: The MGH converted to the current cash balance plan more than 10 years ago — Oct. 1, 1989. At that time, the opening balance was equal to the present value of any accrued benefit from the prior pension. Those employees over 55 years old were permitted to remain in the prior plan. The annual allocation to the MGH cash balance plan for each qualified employee ranges from 5 percent to 15 percent of pay, based upon age and years of service. The account balance is also credited with interest annually at a rate no less than 6.5 percent. This pension plan requires no employee contribution. The cost is entirely borne by the hospital.

3) Several task force and Operation Improvement groups have recommended that the MGH have a ventilator step-down unit to improve patient care and save money. With recent advances in noninvasive ventilation, the need is even greater. Yet nothing gets done. What is needed for the MGH to provide better care for ventilated patients?

Answer: Each day at the MGH we have approximately 75 patients who are receiving assistance from a ventilator to help them breathe. While the majority of these patients are critically ill, there are approximately 15 patients per day who continue to require assistance from a ventilator but are no longer critical and do not require the ICU environment. Currently all medical-surgical units have taken care of these patients. There has been an effort under way to look at creating a vent unit. This concept has received widespread support. However, during the past year, the hospital has been extremely busy, and therefore space for such a unit is limited. A group is meeting to explore all options for this important issue and other emerging space-related challenges.

Author speaks about caregivers of aging parents

Best-selling author Claire Berman spoke about issues related to taking care of aging parents May 24 at the MGH. Berman is the author of *Caring for Yourself While Caring for Your Aging Parents: How to Help, How to Survive.*

Berman said at the event that she had written several books about various topics, such as step-parenting and divorce, but the subject of caregiving for an elderly parent had more meaning to her. "When my mother became sick, it became personal," she said. "As caregivers, we all have different stories, but we all have commonalties."

Berman shared with the audience the journey that led to her writing the book, detailing her own mother's diagnosis with cancer and later with Alzheimer's, as well as the challenges that she and her siblings faced in caring for their mother. Berman also shared advice about how caregivers can take care of themselves while caring for their parent.

This presentation was sponsored by the MGH Senior Health Family-Caregiver Support Program.

Thier receives honorary degree from Yale

Samuel O. Thier, MD, president and CEO of Partners HealthCare System, recently received an honorary doctorate of medical sciences from Yale University. Among Thier's many accomplishments are his service as chief of Medicine at Yale-New Haven Hospital and as chair of the Department of Internal Medicine at Yale Medical School.

Thier was bestowed this honor at the commencement ceremony in New Haven May 22.

"Throughout [Thier's] career, he has focused on the advancement of medical science through innovation in policy, research, and administration," read the Yale commencement program. "Dr. Thier has used his position to continue pressing for change and improvement in national health care policy, while working tirelessly to preserve medical services and research in a cost-conscious environment."

Medical record preparation for JCAHO survey

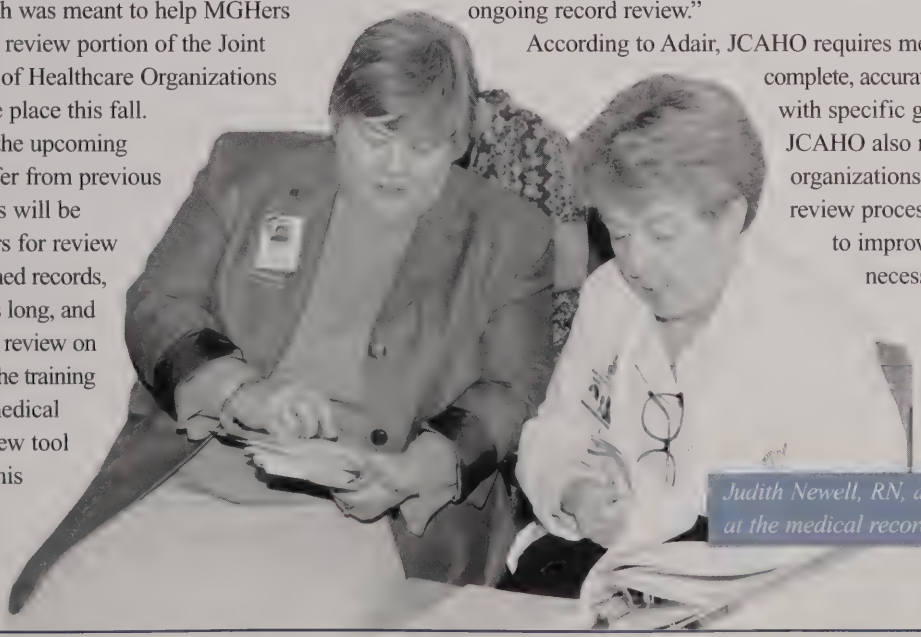
Approximately 45 members of Patient Care Services (PCS) gathered recently for a training session on medical record standards. Joan Fitzmaurice, RN, PhD, director of Quality for PCS, and Deborah Adair, MPH, MS, RHIA, director of Health Information Services, led the session, which was meant to help MGHers prepare for the medical record review portion of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey that will take place this fall.

According to Fitzmaurice, the upcoming medical record review will differ from previous surveys in that medical records will be randomly selected by surveyors for review instead of selecting predetermined records, the survey time will be twice as long, and more records will be chosen for review on each unit. Each participant of the training session brought in samples of medical records and used a record review tool to assess the completeness of his or her own records.

"Our goal in providing this kind of training is to review the JCAHO standards that are expected for completing medical record information and to clarify any questions employees might have," says Fitzmaurice. "We also hope to use the information we gathered from using the assessment tool as performance improvement data for the ongoing record review."

According to Adair, JCAHO requires medical records to be complete, accurate and timely to comply with specific guidelines. In addition, JCAHO also requires health care organizations to implement record review processes and take actions to improve documentation as necessary.

For more information about medical record reviews, call Adair at 4-0208. ●



Judith Newell, RN, and Joan Gallagher, RN, at the medical records training session.

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MGH HOTLINE

WHAT'S HAPPENING

Date change for Buddhist meditation
The MGH Chaplaincy sponsors monthly Buddhist meditation sittings in the MGH Chapel on Ellison 1. Sittings are normally held on the third Thursday of each month. The June sitting, however, will be held on the fourth Thursday, June 22, 2 to 2:30 pm. All are welcome to attend, and participants may freely come and go during the service. For more information, call 6-2220.

Forum about device regulation and reimbursement
The Center for Innovative Minimally Invasive Therapies (CIMIT) will host a forum about device regulation and reimbursement June 13, 2 to 4 pm in the Wellman Conference Room. Hugh Hill, MD, JD, of the U.S. Health Care Financing Administration (HCFA) and acting director of the Coverage and Analysis Group, will be the guest speaker. Hill is responsible for national coverage decisions, a process that determines whether Medicare will pay for a medical product or service. Hill will speak about the policy underlying national coverage decisions, recent development in the process and how HCFA approaches new technologies. There will be time for questions from forum participants. For more information, call Melanie Sage at 4-9227 or send e-mail to *msage@partners.org.*

AMMP elections
The Association of Multicultural Members of Partners (AMMP) will hold elections for executive offices July 13 in Bulfinch 222. The positions that are open are chairperson, Public Relations chairperson and Membership chairperson. All members are encouraged to participate. For more information, call the Nominating Committee members Josephine Bartie at 4-9022, Jacki Flowers or Loretta Holliday at 6-2206, La'Dawn Hicks at 4-4562 and Anthony Thomas at 4-8561.

Genetics of blood pressure seminar
The Clinical Research Program will present "Molecular Genetics of Blood Pressure and Electrolyte Homeostasis" as part of the Genomics Approaches to Common Diseases June 14, 4 to 5 pm in the O'Keeffe Auditorium. The speaker, Richard P. Lifton, MD, PhD, chairman of the Department of Genetics, Howard Hughes Medical Institute at the MGH, is one of the world's leading human geneticists, having identified genes underlying multiple inherited forms of altered blood pressure and electrolyte metabolism. Registration is recommended. To register, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 6-1669.

MGH Cancer Center HOPES seminars
The MGH Cancer Center HOPES (Helping Our Patients/ Families through Education and Support) program presents educational seminars for patients, families and MGHers. Drop-in yoga classes will be offered June 8, 15, 22 and 29, noon to 1 pm. "Resuming Activity After Abdominal Surgery," facilitated by Derek Munn, PT, of MGH Physical Therapy, will be offered June 7, noon to 1 pm. All seminars are held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Revere road race and health fair
The MGH Revere HealthCare Center presents the "Revere Moves Road Race and Health Fair," June 10, 8:30 am on Revere Beach. Activities will include a 5-mile run, a 1K fun run for children under 12 and a health fair. Proceeds from the event will benefit the MGH Revere Teen Center. For more information or to register, visit *www.active.com* or call (781) 485-6000.

MGH participants in the MassGeneral Hospital for Children's first national conference

Humanizing health care for children

MassGeneral Hospital for Children hosted its first national conference May 28 through 31 at the West Copley Hotel. "Humanizing Health Care for Children and Families: the Art of the Relationship" brought together care providers and families to advocate for the importance of relationships between families, practitioners and the community in the care of children. Providers and parents led forums and discussions about such topics as youth violence prevention, death and the grief process in children and culturally competent care in children.

MASSACHUSETTS GENERAL HOSPITAL

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Boston, MA 02114.
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June 9, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Koski named to national research protection post

Greg Koski, PhD, MD, has been appointed to lead a new national office charged with protecting the welfare of human participants in research studies. Koski, who is MGH director of Human Research Affairs and holds a similar position at Partners, was named director of the Office for Human Research Protections in the U.S. Department of Health and Human Services (HHS) June 6. He will take a leave of absence from his MGH and Partners positions to accept the new responsibilities.

"This appointment is an incredible opportunity and an enormous challenge," Koski says. "The protection of human research participants is a responsibility that must be shared by everyone involved in the research endeavor, and I'm hopeful that we can bring truly meaningful change in a collaborative manner to how we carry out that responsibility."

"Greg Koski is the right person with the right experience at the right time to take on this challenge," said Donna Shalala, HHS secretary. "He knows how to make institutions and investigators sit up and respond fully to the needs of patients in research."

Koski

Koski has overseen human studies at the MGH since 1991, when he became executive secretary for Human Studies and chair of the Institutional Review Board (IRB). "Over the past 10 years, Greg has developed a collegial and collaborative approach to the IRB process that has displaced the kinds of adversarial tensions that often characterize the review and approval processes," says Ronald Newbower, PhD, MGH senior vice president for Research Affairs.

Appointed to his current MGH post in 1996, Koski took on similar responsibilities for Partners in 1998. In that position, he led the integration of human studies activities across the Partners system, working to develop an innovative IRB structure and process for both teaching hospitals and for Dana-Farber/Partners CancerCare. The program now includes the Partners-affiliated community hospitals and more than 1,000 community-based physicians in Partners Community HealthCare Inc. (PCHI).

Samuel O. Thier, MD, Partners president and CEO, says that one of Partners' goals is to create a system that can serve as a national model. "Greg has built such a model through his leadership of Partnerswide human studies activities," says Thier. "I couldn't think of a better person to represent on a national basis the kind of excellence that he has created at Partners."

Adds James J. Mongan, MD, MGH president: "The past decade has seen phenomenal growth in our research mission. Under Greg's leadership our human studies activities have not only kept up with this growth, they have led the way in dealing with the complex challenges of clinical research in the 21st century."

Koski is a cardiac anesthesiologist and associate professor of Anesthesia and Critical Care Medicine at Harvard Medical School. Warren Zapol, MD, chief of MGH Anesthesia and Critical Care, says: "Greg is a man of the highest ethical standards and has the utmost respect of physicians and investigators throughout our system. His departure is a great loss to our department, but I am delighted he is bringing his ethical compass to benefit research and patients throughout the country."

Honoring, remembering and reminiscing with bone marrow transplant patients

Matthew Bacchi, 4, left, and his mother, Theresa, enjoy the tricks of magician Steve Lechner at the third biannual Bone Marrow Transplant Patient Reunion June 1. The Bacchis were among the nearly 200 former patients and family members who came to be honored and remembered by the Bone Marrow Transplant Unit. The event also included food, door prizes and brief speeches from Thomas R. Spitzer, MD, medical director of the Bone Marrow Transplant Unit, and Steven L. McAfee, MD, and Robert Sackstein, MD, both physicians on the unit. "This event is meant to be fun," says Cathleen Poliquin, RN, a nurse practitioner on the Bone Marrow Transplant Unit. "But more than that, it's a chance for us to honor the patients and their families, even those who are no longer living."

New centralized renal practice makes treatment convenient

The MGH Renal Unit, which historically has had offices in various locations on the MGH campus and at CNY, announces the opening of a centralized practice on Gray 10, MGH Renal Associates. The new renal practice, which opened June 1, brings together the physicians of the MGH Renal Unit into one location that provides services to the spectrum of patients with renal ailments — ranging from management of renal transplants to urinary tract infections, renal stones, high blood pressure and hereditary renal diseases.

"The changes reflect a desire to be more patient focused," says Michael Gillespie, MPH, administrative director for the Department of Medicine. "By having all of the renal services in one location — near the Dialysis Unit — we are making things easier for patients and giving doctors the ability to be more efficient."

M. Amin Arnaout, MD, chief of the MGH Renal Unit, adds that the centralization of renal care delivery at the MGH will help provide optimal continuity of care to patients with kidney disease. "By locating all of the clinical renal services at a single state-of-the-art facility, we are providing patients with easier access to a group of physicians with extensive experience in the diagnosis and management of renal disease," says Arnaout. "Patients also will be able to have blood work and urinalyses done at the practice site, without having to travel to several different locations around the MGH campus. We are hoping to get ultrasound equipment to facilitate rapid diagnosis and disease management as well."

Doctors joining the new centralized unit will include Arnaout, Hasan Bazari, MD; David Steele, MD; Norman Lichtenstein, MD; Gary Curhan, MD; Pete Coggins, MD; Garner Haupert, MD; Ravi Thadani, MD; Nina Tolkoff-Rubin, MD; and Winfred Williams, MD. For more information, call MGH Renal Associates at 6-5050. ●

Members of MGH Renal Associates

Reducing needlestick injuries a top priority

As part of the MGH's ongoing commitment to providing a safe environment for employees, patients and visitors, the task force that focuses on needlestick injury prevention is launching a new needle safety initiative.

According to Elisha (Skip) Atkins, MD, chair of the Needlestick Reduction Task Force, several new medical products with integrated safety features will be introduced hospitalwide during the next few months to help reduce the risk of injuries to clinicians who use them. The task force also has identified some devices for which additional education is required to ensure proper use.

"Safety is always a top priority at the hospital," says Atkins. "To give the best protection to our employees while they provide care to patients, we are introducing some newer and safer products. We will work closely with clinicians to evaluate other new options and to find and implement the safest work practices."

According to recent data collected from 60 U.S. hospitals by the Centers for Disease Control and Prevention, each year hospital workers suffer approximately 384,325 needlestick and other sharp instrument-related injuries. These mishaps may occur during the use or disposal of hypodermic needles, blood collection needles, intravenous (IV) stylets and other sharp devices such as suture needles, lancets and scalpels. At the MGH, the number of injuries has fallen with the introduction of devices with features such as plastic sleeves that cover the needles after use. However, the task force continues to evaluate new designs to keep up with the best available technology.

According to Atkins, a safety

version of the Insyte IV catheter will be introduced beginning in June, and users will be retrained in the use of the safety butterfly needle. Shielded versions of other IV catheters, lancets and TB and insulin syringes will be evaluated and introduced later in the summer and early fall.

For more information about preventing needlestick injuries, call Atkins at 6-2217 or 859-8580.

The MGH Community Benefit Program celebrates fifth anniversary

It is a Saturday evening and a mental health clinician from the MGH Chelsea HealthCare Center rides in a squad car with a Chelsea police officer. The two respond to a scene where a child has witnessed an act of domestic violence. This collaboration, the Police Action Counseling Team (PACT), is just one of the many programs established by the MGH Community Benefit Program that go above and beyond what might be expected of one of the world's largest and busiest hospitals. Now in its fifth year, the program will celebrate its anniversary June 19.

"The MGH Community Benefit Program is all about partnerships," says Joan Quinlan, director of the program. "Its mission is to collaborate with underserved communities to make a measurable improvement in health status," she says.

The program has created partnerships with [illegible] care facilities, schools, local governments, police and residents to address goals such as decreasing violence, expanding access to health care and reducing and preventing substance abuse among youth. Since its creation in 1995, the MGH Community Benefit Program has developed programs and partnerships that have achieved real results in Boston-area communities, including Chelsea, Revere and Charlestown.

When the program began, Quinlan says, the communities of Chelsea, Revere and Charlestown were asked to join the MGH to identify key community health concerns. "The communities identified substance abuse and violence among youth as the priority issues," she says. "Comprehensive initiatives were developed in partnership with the communities to address these issues. Each of the programs within these initiatives has had measurable impact on our surrounding communities."

Community Benefit programs include PACT, a partnership between the MGH Chelsea HealthCare Center and the Chelsea Police that [illegible]des crisis intervention to children who have witnessed violence; Revere CARES (Community Awareness, Resources and Education to prevent Substance abuse), a community coalition led by the MGH to reduce substance abuse among Revere's youth; CHAMP (Chelsea Asthma Management Program); and the Immigrant and Refugee Health Initiative, a program that helps Bosnian and Somali immigrants and refugees in Chelsea access available health care services.

Other Community Benefit programs include the HAVEN (Hospitals Helping Abuse and Violence End Now) program and the MGH/Timilty Partnership, which provides science programming and education to students of the James P. Timilty Middle School in Roxbury.

Debbie Eason, director of the First Baptist Family Resource Center — a member of the Revere CARES coalition — says that the collaborative efforts initiated by the MGH Community Benefit Program have had real impact on substance abuse in the community she serves. "It has helped create a dialogue about the problems Revere faces with substance abuse among youth and helped us to become proactive in finding solutions," she says. ●

Sen. Edward M. Kennedy will deliver the keynote address at the MGH Community Benefit Program anniversary celebration June 19 under the Bulfinch Tent, beginning at 11 am. Other speakers will include James J. Mongan, MD, president of the MGH, and patients and community representatives who have benefited from or participated in some of the programs. For more information, call 4-6424.

Growing up multiracial

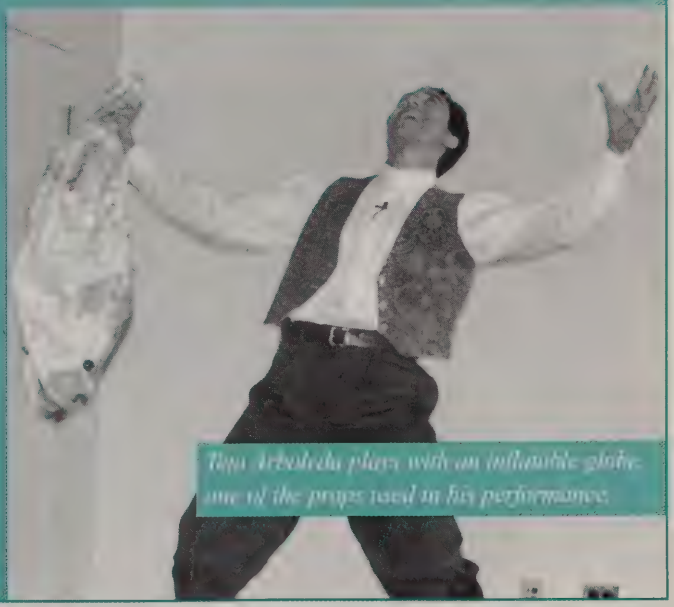
Emmy-award winner Teja Arboleda struck an animated pose during his performance at the MGH June 1. "Ethnic Man," a funny, touching and inspirational show about growing up multiracial, draws on Arboleda's personal experiences.

Speaking to a large audience in the Wellman Conference Room, Arboleda talked about his diverse background and his childhood in the United States and Japan. "People thought I was 'exotic'" he says. "I thought, 'How could I be exotic? I was born in Brooklyn, New York.'"

Arboleda acted out characters from his life, including the nurse who asked his mother right after he was born why he was "so dark," and the cab driver who told him to stay "with his own kind." He also talked about more subtle messages of discrimination, such as the stereotypes in Japanese cartoons and the pink, "flesh-colored" Crayola crayon. "I learned to cope," he says.

Arboleda spoke about the research he did into his family history, which, along with a diary of his life given to him as an adult by his father, has led him to accept and embrace his multicultural background. "I finally know who I am," he said. "Now I love who I am."

The presentation was sponsored by the Association of Multicultural Members of Partners (AMMP).



Teja Arboleda plays with an inflatable globe, one of the props used in his performance.

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MGH HOTLINE

WHAT'S HAPPENING

HOPES seminars

The MGH Cancer Center HOPES (Helping Our Patients/ Families through Education and Support) program presents educational seminars for patients, families and MGHers. "Eating Easy when You're Feeling Queasy: Nutritional Management of Nausea and Vomiting," facilitated by Jill Oravitz, RD, of MGH Food and Nutrition Services, will be offered June 13. "Feeling Stressed? Some Simple Steps to Relax," facilitated by Vicki Cotton, MSW, of MGH Social Services, will be offered June 14. All seminars are held noon to 1 pm in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Work/life seminar about eldercare

The Employee Assistance Program (EAP) will offer "Eldercare, Practical Solutions and Communication Tips for Caregivers" June 15, noon to 1 pm in the Wellman Conference Room. The speaker, Barbara Moscowitz, LICSW, of MGH Senior Health, will address the challenges of communicating with parents and relatives in need of care. Participants may bring a lunch. For more information, call the EAP at 6-6976.

Clinical Research Program seminar series

The Clinical Research Program will sponsor "Genetics Research 101 — What Clinical Research Coordinators Should Know" June 21, 11:45 am to 1 pm in the Wellman 101 Conference Room. Laura Duprat, RN, MS, MPH, senior manager for Human Genetics at Millennium Predictive Medicine, will present an overview of the genetics field, including its current status, its impact on health care and its application to research coordinators' responsibilities in conducting clinical studies. This lecture qualifies for 1.2 CEUs for registered nurses. Dessert and beverages will be served. To register, call 6-1669 by June 19.

Device regulation and reimbursement forum

The Center for Innovative Minimally Invasive Therapies (CIMIT) will host a forum about device regulation and reimbursement June 13, 2 to 4 pm in the Wellman Conference Room. Hugh Hill, MD, JD, of the U.S. Health Care Financing Administration (HCFA) and acting director of the Coverage and Analysis Group, will be the guest speaker. For more information, call 4-9227 or send e-mail to *msage@partners.org*.

MASSACHUSETTS GENERAL HOSPITAL

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Task force distributes information about health care proxies

To raise awareness among doctors and clinicians about the importance of filling out health care proxies, the Patient Care Services Ethics in Clinical Practice Committee is distributing packets about the process.

Health care proxies are legal documents that allow a person to delegate health care decisions to a trusted individual in the event that he or she is unable to make or communicate those decisions. Packets with information and the proxy forms are available through the Office of Patient Advocacy by calling 6-3370.

Chelsea bike safety

The MGH Chelsea HealthCare Center hosted the third annual "Safety on Wheels" bike, inline skate and skateboard safety event, June 3 at the health center. Nearly 250 children came to learn about safety, participate in a road course, see a magician, enjoy free ice cream provided by Hood Dairy and have a chance to win a bicycle or a pair of inline skates with all of the recommended safety equipment. The health center also supplied 200 helmets as giveaways to participants. "This is the best event we've had so far," said Jeanmarie McWilliams, administrative director of the MGH Chelsea HealthCare Center. "With more than 50 staff volunteers helping out this year, it is no surprise that this event was such a success."

A Chelsea bike commits with McGreg the crime dog.

June 16, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Radiology staff welcomes new employee

New Radiology employee works like a machine

It's been two weeks and four days since a new Radiology employee started on the job, and he still hasn't gone to the bathroom. Nor has he taken a lunch break, come in late or slowed down at all. He works like a machine. That's because he is a robot.

Radiology got the new robot to carry films from the Image Service Center in the Blake sub-basement to the Dodd Interpretation Area on Blake 2, where films are read. The films were previously carried by a telelift, until the Image Service Center moved to the sub-basement in August.

Until recently, employees had been running films up and down stairs on top of their regular jobs."The robot carries films to radiologists more quickly and efficiently, freeing up skilled employees to provide more patient-focused care," says Barbara Hubley, operations manager for the Image Service Center.

The next two months will determine how well the robot works and its impact on the elevators. If it works out, the hospital will buy him from Pyxis Corp. at a cost between $115,000 and $125,000. At that time, there will be a hospital-wide contest to name him — or her.

Now, he makes the trip once an hour between 8 and 11 am and between 2 and 6 pm. He glides along, with 24 sensors detecting people or objects in his way. He calls an elevator with a remote antenna and rides by himself to the second floor, where he rings a bell inside the reading room. An employee then empties the films and sends the robot on his way.

He utters such polite phrases as, "I am about to move, please stand clear" and "Thank you." "The most common reaction from employees and patients has been 'Wow,'" Hubley says.

For more information about the robot, call the Image Service Center at 6-3072 or 6-1779.

Helping a family overcome tragedy; MGH and Shriners collaborate in care

Eight-year-old Karina Candelario likes to do things on her own despite the severe burns that cover her arms and part of her face. When asked how to spell her name for this *Hotline* article, the little girl from the Dominican Republic insisted on taking pen in hand and writing it out by herself.

This kind of determination has helped Karina and her family through a difficult time. Karina and her older sister, Fabiola, 9, and her mother, Claribel, all were badly burned in a house fire in their hometown of Santiago last July. The fire started when a propane tank exploded in the kitchen of their next door neighbor's house, which was only a few feet away from the Candelario household.

The mother and two children were treated at a local hospital and then transferred to a nearby rehabilitation center where they heard about a free burn clinic that was being sponsored by the Shrine of North America. The Shrine of North America is an international fraternity that raises money for the Shriners Hospitals for Children, a network of 22 hospitals that provide no-cost orthopedic and burn care to children under 18.

Once a year, a team from the Boston Shriners Burns Hospital travels to the Dominican Republic to conduct a free clinic for young burn patients. Karina, her sister and mother were three of 85 burn patients who came to the Shriners Clinic this March. The Shriners medical team recommended the family be brought to Boston for further

(Continued on Page 2)

From left, Rafael, Karina and Claribel Candelario

— MGH and Shriners collaborate in care

(Continued from Page 1)

treatment and worked with the Shrine to arrange transportation for the Candelarios.

The Shriners surgeons who worked in the Dominican Republic clinic — Matthias Donelan, MD, Daniel Driscoll, MD, Michael Lewis, MD, and Robert Sheridan, MD — also are members of the MGH surgical staff. Because Shriners hospitals are fully supported by the Shrine, all care for burned children is provided at no charge to the family. Because the sisters would be receiving free care at Shriners Hospital, the MGH agreed to treat the mother without charge as well, to keep the family together during the long period of treatment.

"It's wonderful to be able to help this family," says Sheridan, "I'm grateful to the MGH and Shriners for providing the opportunity to care for them."

According to Sheridan, all three will have extensive surgeries to repair some of the damage on their arms, upper bodies and faces. After recovery, they all should regain function and mobility but will have some residual scarring and deformities that will be addressed in stages over the next few years. The family has been staying in Boston for the last month during their initial treatments and soon will return home to the Dominican Republic. They will probably return to Boston for additional surgery later in the year. ●

New MS Center offers comprehensive care and research leadership

It was difficult to tell that Susan Graham, an artist from New Hampshire, felt discomfort when she recently came to the new MGH/BWH Multiple Sclerosis Center. "Right now, my whole body feels like a tuning fork," she said. Although outwardly Graham seemed fine, had she not mentioned this feeling — one of many symptoms possible during an exacerbation or "flare-up" of multiple sclerosis (MS) — no one would have known she was experiencing it.

Nine years ago, Graham was diagnosed with MS, a central nervous system disease that misdirects the immune system to attack the coating of nerve cells. This coating is essential to the extremely rapid transmission of nerve signals that occurs in healthy people. In patients with MS, those signals are disrupted, causing a variety of symptoms — including weakness and problems with coordination, sensation and vision — that range from mild to severe. When Graham first came to the MGH/BWH Multiple Sclerosis Center, she was experiencing a severe flare-up that caused her to have trouble walking.

"We first tried steroids and some of the drugs known to help with MS attacks," says Graham. "But this particular attack was stronger than those drugs, so we ultimately decided to use chemotherapy. The chemotherapy saved me and kept me out of a wheelchair."

Howard Weiner, MD, of BWH Neurology, is the director of the new MS Center, which combines the MS practices of the MGH and BWH to offer comprehensive care, including physical and occupational therapy, an infusion facility and a patient education center. A clinical immunology laboratory soon will offer new blood tests for MS. The MS Center is located at 333 Longwood Ave.

"THIS CENTER IS WONDERFUL NEWS FOR PATIENTS DEALING WITH MS. IT WILL ALLOW DOCTORS TO HAVE A MORE FOCUSED APPROACH FOR THE TREATMENT OF THE DISEASE."

— MICHAEL PANZARA, MD, OF MGH NEUROLOGY

One of the major advances in MS has been the use of magnetic resonance imaging (MRI) of the central nervous system to monitor disease progression. An MRI-equipped imaging center dedicated to MS will be operational this fall only one block from the center.

"This center is wonderful news for patients dealing with MS," says Michael Panzara, MD, of MGH Neurology. "It will allow doctors to have a more focused approach for the treatment of the disease." Panzara, along with David Margolin, MD, and James Lehrich, MD, also of MGH Neurology, will be actively involved in the center.

The MGH/BWH center is distinctive in that it offers comprehensive clinical care with its own immunology lab, MRI magnet and clinical trials. "This is a new era in the treatment of MS, with new drugs, new combinations and new approaches being tested all the time," says Weiner. "In addition to developing the next generation of MS drugs, we are about to embark on a study that follows 1,000 patients over the course of 10 to 20 years to learn more about how the disease progresses."

Such innovations, he says, could lead to more breakthrough discoveries about how to treat this often-debilitating disease, and will assist millions of patients like Graham to live as fully as possible.

Partners International Program wins prestigious Massachusetts award

The Alliance for the Commonwealth and the Massachusetts Port Authority (Massport) recently honored the Partners International Program with a Services Export Achievement Award. This honor is bestowed annually to a Massachusetts exporter of services that has increased or retained jobs in the state by penetrating new international markets and demonstrating creative solutions to the challenges of alliances in overcoming the inherent risks of exporting.

"We are delighted to receive this award, which recognizes the significant role that Partners physicians and hospitals play in attracting international business to the commonwealth," says David Jones, director of the International Program. "By exporting our knowledge and expertise in patient care, medical research and education, Partners contributes to Boston's reputation as an international center of the 'knowledge industry.' This translates into jobs, investment and other regional economic benefits."

According to John P. LaWare, chairman of the Alliance for the Commonwealth, the extent of the Partners "exports" and their economic impact had not been fully appreciated. "Health care has long been a major contributor to our region's economic growth, but it is not the first industry that comes to mind when one thinks of global commerce," says LaWare. "Partners HealthCare has met the challenge of exporting a service that is knowledge-based and reliant on fixed facilities through a wide range of innovative activities. The judges were impressed by the use of overseas resources for research collaboration, sources of staff and for markets to use Boston-based services."

Jones adds, "We are especially pleased to be recognized because it is the first time a health care organization has received this award." ●

A day at the beach

Roger Pasinski, MD, medical director of MGH Revere, *above center,* competes with 135 runners in the third annual "Revere Moves" 5-mile road race, sponsored by the MGH Revere HealthCare Center June 10. Ba Tran, 17, of Revere was the overall winner of the race, finishing in 28 minutes and 31 seconds. In addition, there was a 1K fun run for children under 12, and information about various safety and health care topics was available. "This event is meant to promote healthy living," says Bernice MacIntyre, administrative director of MGH Revere. "It's a chance for families to spend the day at the beach while learning about the importance of exercise, safety and eating well." Proceeds from the event will benefit the MGH Revere Teen Center of the MGH Revere HealthCare Center. ●

Their minds are on medicine, but their hearts belong to baseball

A group of 19 physicians and three staff members from the MGH, BWH and Partners HealthCare had a chance to fulfill their childhood dreams and support a good cause when they participated in a softball game at Fenway Park June 1. Partners was one of 12 teams to play in the third annual "Field of Dreams" tournament to benefit ABCD (Action for Boston Community Development), Boston's oldest anti-poverty agency. Team co-captains Patrick O'Gara, MD, director of Clinical Cardiology at BWH, and Dennis Ausiello, MD, MGH physician-in-chief, led the Partners team to victory over the law firm Palmer and Dodge.

Established in 1962, ABCD serves more than 100,000 low-income Boston residents every year.

From left, front row: *Mason Freeman, MD; Gregory Couper, MD; Jesse Jupiter, MD; Joshua Beckman, MD; Susan Domchek, MD; and Mark Creager, MD.*
Middle row: *Victor Dzau, MD; Patrick O'Gara, MD; Andrew Sussman, MD; Dan Caufield; George Thibault, MD; Sam Thier, MD; and Dennis Ausiello, MD.*
Back row: *Jay Loeffler, MD; Frank Haluska, MD; David Nathan, MD; Thomas Thornhill, MD; Michael Lawrence, Richard Lamm, MD; Paul Athinarayanan and Robert Nesse, MD.*

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MGH HOTLINE

WHAT'S HAPPENING

MGH Community Benefit Program fifth anniversary
Sen. Edward M. Kennedy will deliver the keynote address at the MGH Community Benefit Program's fifth anniversary celebration June 19 under the Bulfinch Tent, beginning at 11 am. Other speakers will include James. J. Mongan, MD, president of the MGH, and patients and community representatives who have benefited or participated in some of the programs. For more information, call 4-6424.

MGPO quarterly meeting
All physicians and staff are invited to the MGPO quarterly meeting June 21, 5 to 6:30 pm in the O'Keeffe Auditorium.

HOPES seminars
The MGH Cancer Center HOPES program (Helping Our Patients/ Families through Education and Support) presents educational seminars for patients, families and MGHers. "Bone Marrow/ Stem Cell Transplant: A Discussion," facilitated by Cathleen Poliquin, NP, MSN, of the Bone Marrow Transplant Unit, will be offered June 19. "Painful Anniversaries: Death's Legacy," facilitated by Michael McElhinny, MDiv, of the MGH Chaplaincy, will be offered June 20. All seminars are held from noon to 1 pm in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Operations Support Staff Day
Operations Support Staff Day will be celebrated June 22 with a luncheon under the Bulfinch tent, 11:30 am to 2 pm, for employees in operations support departments. There also will be a recognition dinner from 4:30 to 6:30 pm under the Bulfinch Tent. Operations support staff on the midnight to 8 am shift will have a boxed dinner provided at 2 am. Lunches, dinners and boxed dinners require invitations that have been distributed to each department. A raffle will be held with a variety of prizes donated. Raffle entries may be submitted with invitations and brought to the celebrations.

MGH wins Bike to Work Corporate Challenge
The MGH has once again won the "Bike to Work Corporate Challenge" for having the most employees who bike to work of any Boston employer. In recognition of this achievement, Ben and Jerry's Ice Cream will serve free ice cream to all MGH employees on the Bulfinch Lawn, June 23, noon to 1:30 pm. The bicyclists who participated may come at 11:30 am with their employee ID badges to eliminate having to wait in line. Congratulations to The MGH Missing Links Bicycle Club and all employees who participated.

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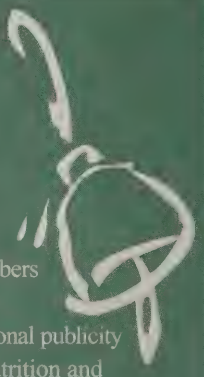
MGH wins two communications awards



The MGH Public Affairs Office was honored by the Publicity Club of New England with two first-place Bell Ringer Awards June 13. Public Affairs staff members were recognized for producing the *MGH Hotline* and for generating local and national publicity when Helen Doherty, director of MGH Nutrition and Food Services, won the 1999 Massachusetts Restaurateur of the Year award. The Bell Ringer Awards recognize excellence and achievement in the communications and public relations fields.

Ambulatory practices acknowledged for customer service

The top five performers from the MGH Customer Service Department's Ambulatory Phone Survey recently were recognized with a visit from the "prize patrol." The survey was completed last winter to measure access, courtesy and helpfulness of staff who are answering phones. The winners included Hematology/Oncology, Orthopædic Shoulder Service, Social Services, Internal Medical Associates and Women's Health Associates. The survey will be repeated later this year to give practices more information about the service they deliver to patients and visitors. The staff of Women's Health Associates are pictured below as they celebrate their prize.

June 23, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

James J. Mongan, MD, president of the MGH, invites all MGH employees and volunteers to the

Annual Summer Lunch

and

Diversity Celebration

Thursday, June 29, 2000

For day shift MGHers

A complimentary picnic-style lunch will be served 11:30 am to 2 pm under the Bulfinch Tent, rain or shine.

For evening and night shift MGHers

Refreshments will be served 10 pm to midnight in the Main Lobby.

Health care focusing on the community

Fred Babeski, *(below, inset)* a formerly homeless man and recovering drug and alcohol addict, conveyed the true spirit and meaning of community benefits as he spoke about his healing process with the help of the MGH and the Boston Health Care for the Homeless program.

"Here at the MGH, I am treated like a human being, nothing more and nothing less. That's all I ask for," he said. Babeski was among the many moving speakers at the MGH Community Benefit program's five-year anniversary celebration June 19. Other speakers included Debbie Eason, director of the Family Resource Center at the First Baptist Church of Revere, and Siti Kibana, a Somali woman whose story was translated by Saida Abdi, a Somali counselor at the MGH Chelsea HealthCare Center.

Delivering the keynote address was Sen. Edward M. Kennedy *(left)*, who thanked the MGH for setting a national precedent for excellent community-based care. "The Community Benefit Program is an important resource for the people of the Boston-area communities, and it deserves the support and commendation of all of us," he said.

Also addressing the audience at the event were several key MGH and local leaders — including Matt Fishman, director of the Partners Community Benefit Program; Howard Koh, MD, commissioner of the Massachusetts Department of Public Health; Congressman Edward Markey; James J. Mongan, MD, president of the MGH; Bill Nicholson, MD, chief medical officer and director of MGH Primary Care Development; and Joan Quinlan, director of the MGH Community Benefit Program.

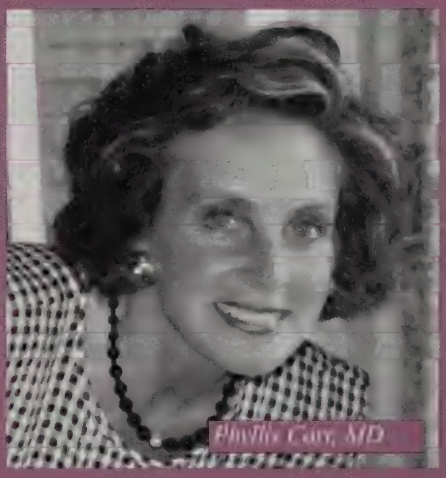
ADVANCES

Women faculty in medical schools perceive gender bias, sexual harassment

Many women teaching at medical schools nationwide perceive that they are discriminated against and sexually harassed, according to a recent study led by Phyllis Carr, MD, of MGH Primary Care and Women's Health, in collaboration with colleagues at Boston University School of Medicine. Male faculty seem to be relatively unaware of the problems and much less affected by them.

The study, published in the June 6 issue of the *Annals of Internal Medicine*, found that female faculty were more than 2½ times more likely to perceive gender discrimination in their work environment: 77 percent of women vs. 30 percent of men. And more than half the women reported that gender bias had hindered their professional advancement, compared with 9 percent of men.

Sexual harassment also appears to be common for women faculty, with serious forms of harassment — such as unwanted sexual advances, bribery or threats — reported by almost 30 percent of female faculty. More than half of responding female faculty reported being sexually harassed by a superior or colleague, compared with 5 percent of men.


Phyllis Carr, MD

These negative experiences do not necessarily restrict a woman's career advancement, however. Women who report discrimination appear to be as productive as other women — publishing similar numbers of research articles — but are less satisfied overall with their careers.

Many more women than men, however, also felt that gender had worked in their favor, giving them an advantage in professional advancement.

While other studies have looked at gender discrimination and harassment among medical students and residents, this is the first study to focus on medical school faculty.

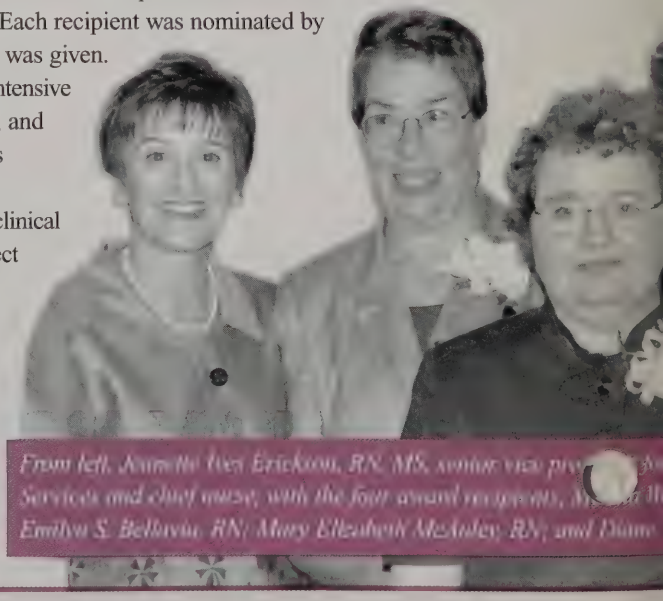
"The issue of gender bias in medical schools has broad impact," says Carr. "If we don't correct this now, it will be passed on to the next generation of physicians in training."

Clinical Practice Award honors excellence

There was not a dry eye in the O'Keeffe Auditorium after the audience heard the presentations for the Stephanie M. Macaluso Expertise in Clinical Practice Award June 15. Each recipient was nominated by fellow co-workers, and an emotional testimonial was read before each award was given. Emilyn Bellavia, RN, of Bigelow 13; Mary Elizabeth McAuley, RN, Medical Intensive Care Unit; Marcia Wasenius Rie, PT, of Inpatient Physical Therapy Services; and Diane McKenna-Yasek, RN, of Neurology Research, were the four clinicians honored at the ceremony.

The award — named to honor its first recipient, Stephanie Macaluso, RN, a clinical nurse specialist who died in July 1998 — is given twice a year to recognize direct care providers in Patient Care Services whose practices are based on caring, innovation, knowledge, spirit of inquiry, leadership and teamwork. "We are honoring these clinicians for their practice and for preserving the mission of this hospital," said Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse.

As McKenna-Yasek received her award, she reminded all who attended the ceremony that the most important knowledge a clinician can gain is found with the patients they are treating. ●


From left, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, with the four award recipients, Marcia Wasenius Rie, PT; Emilyn S. Bellavia, RN; Mary Elizabeth McAuley, RN; and Diane

Partners Telemedicine to be part of Smithsonian

History museums are home to artifacts, works of art and documents that show visitors what life was like during earlier times. Ironically, the Smithsonian Institution's National Museum of American History in Washington now shows visitors a look at the future as well. One of the most cutting-edge and continually advancing medical programs — Partners Telemedicine — has been added to the museum's permanent research collection on Information Technology. In addition, Partners Telemedicine was named a finalist for a Computerworld Smithsonian Award.

Smithsonian Institution

Nominated in the Medicine category by William H. Gates, chairman and chief executive officer of Microsoft Corp., Partners Telemedicine is part of a collection that includes more than 440 of the year's most innovative applications of technology from 38 states and 21 countries. Partners Telemedicine was named one of five finalists in the Medicine category for the Computerworld Smithsonian Award. Members of Partners Telemedicine were honored at a ceremony June 5 at the National Building Museum in Washington.

"We see advanced communication technologies as tools to bring patients closer to their caregivers," says Joseph C. Kvedar, MD, corporate director of Partners Telemedicine. "What sets us apart from other health care Internet services is that a doctor is involved in every interaction, and patients are telling us they love it."

The MGH pioneered telemedicine more than 30 years ago at Logan Airport, in a trial to determine if satisfactory diagnosis and treatment could be provided at a distance. Since then, Telemedicine has expanded to the Partners HealthCare System. Partners Telemedicine has changed the way primary care physicians can interact with specialists both within an urban hospital network and throughout the world.

For instance, Partners Telemedicine developed a remote consultation service that has provided second opinions for more than 2,000 patients in 30 countries. Also, new uses of advanced communications have delivered care to patients in their homes, trauma centers and offices, and clinics of primary care physicians.

With videoconferencing, neurologists at the MGH have consulted with physicians treating stroke patients at Martha's Vineyard Hospital and North Shore Medical Center. The consultations are done in "real time," with MGH physicians talking to patients and observing their movements through a video camera to make a diagnosis and recommend treatment to local physicians.

For more information, call Kvedar at 6-4447 or Joseph Ternullo at 6-4207. ●

MGH United Way Campaign a success

With the recent submission of the 1999 MGH United Way Campaign executive summary to James J. Mongan, MD, president of the MGH, the campaign's results became final — and were impressive. The campaign raised nearly $160,000 thanks to the participation of employees at all levels of the MGH. In fact, the Jan. 26 issue of the *Boston Globe* listed the MGH as the top United Way donor hospital in Massachusetts. Patrick Jordan and Kathy Conners, both from MGH Radiology, managed this year's campaign, and Jim Richter, MD, of MGH Medicine, was the physician chairperson.

The focus of this year's hospitalwide campaign was on leadership giving (donations of $1,000 or more). This focus proved effective — 41 percent of all donations were leadership gifts. The campaign was so effective that funds contributed to the United Way increased more than 10 percent since 1998.

"As always, the physicians and employees of the MGH rose to the occasion and performed in an outstanding fashion," says Jordan. "Despite the many challenges we face in the practice and economics of health care, staff participation was fantastic, and our wonderful team of caregivers and support staff took the time and effort to help those less fortunate. Our success is a tribute to the extraordinary members of the MGH community."

UNITED WAY
OF MASSACHUSETTS BAY

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MGH HOTLINE

WHAT'S HAPPENING

HOPES seminars

The MGH HOPES (Helping Our Patients/Families through Education and Support) program will present "Parenting in Challenging Times: A Drop-In Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, June 27, 11 am to noon. On June 28, "Sunscreens Make Summer Sense: Choosing and Using an Appropriate Sunscreen Lotion," facilitated by Regina Holdstock, RPh, will be offered noon to 1 pm. All seminars are held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

MGH Backup Child Care August vacation camps

On July 19, the MGH Backup Child Care Center will accept phone reservations for August vacation camps. The vacation camps are from Aug. 21 to 25 and Aug. 28 to Sept. 1. The camps run from 7:30 am to 6 pm each day. The cost is $200 per week. Children must be between the ages of 6 and 12. To register, call 4-8414.

Bulfinch BBQ grand opening

The Department of Nutrition and Food Services invites MGHers to the grand opening of the outdoor Bulfinch BBQ June 26, beginning at 11 am. The Bulfinch BBQ will be open throughout the summer Monday through Friday, from 11 am to 3 pm.

Schwartz Center Rounds

The 39th Kenneth B. Schwartz Center Rounds will be held in the Walcott Conference Room June 30, noon to 1 pm. Lunch will be provided at 11:45 am. All MGH care providers are invited to attend. Nursing and social work CEUs, category 1 CME and risk management credits are available. For more information, call 4-6862.

Summer outings for families of residents and fellows

Spouses and children of MGH resident physicians and fellows are invited to afternoon gatherings July 12, 19, 26 and Aug. 2, 9 and 16 at various locations. Those interested in attending should send their names, addresses, phone numbers, departments and the number of adults and children attending to Dorothee Rodkey, 11 Beatrice Circle, Belmont, Mass., 02478. For more information, call (617) 484-6310.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

IN GENERAL

Charles J. McCabe, MD, associate chief of Emergency Services at the MGH, was awarded a Daniel D. Federman Outstanding Clinical Educator Award. The award is presented to Harvard Medical School (HMS) faculty who have devoted their professional lives to academic and clinical teaching. McCabe was one of 65 HMS faculty to receive this award.

Charles A. Welch, MD, director of Somatic Therapy Consultation Services at the MGH, recently was elected vice president of the Massachusetts Medical Society (MMS). Welch will serve a one-year term as vice president of MMS, the statewide membership organization for physicians and medical students. The MMS is the oldest continuously operating medical society in the country, with more than 17,000 physicians and student members.

Kurt J. Isselbacher, MD, of MGH Medicine and director of the MGH Cancer Center, recently was awarded the Kober Gold Medal of the Association of American Physicians for the year 2001. The Kober Gold Medal has been awarded annually since 1925 for outstanding contributions to academic medicine including science, scholarship and service of medicine.

Anne W. Phillips, MD, the first woman to perform a surgical operation at the MGH and a former member of MGH Surgical Research for 26 years, received the American Burn Association's annual Burn Prevention Award for her work in teaching fire prevention and how to increase chances of survival in case of fire.

Nutritional Support Unit makes changes

The MGH Nutritional Support Unit (NSU) recently appointed Sheldon Randall, MD, to the position of medical director of the unit. The NSU provides consultation and daily management to clinicians caring for patients who are being fed parenterally — with the use of a feeding tube.

After an assessment of operations within the NSU, a decision was made to maintain centralization of the unit. The medical director and NSU nurse practitioners will handle authorization for orders on the unit. The unit also will have an expanded role in providing education regarding parenteral nutrition to residents, attending physicians, nurses and other clinical staff. Materials Management now will handle the responsibility of dispensing G tubes.

For more information about changes within the NSU, call 6-3373.

June 30, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GEN[illegible] HOS[illegible]

Mickey Mouse at the MGH?

Most people have to travel to Florida or California to enter the wonderful world of Walt Disney, but recently some MGHers got to experience Disney magic in the O'Keeffe Auditorium at a special Customer Service Roundtable. Jake Poore, a senior sales manager at the Disney Institute, came to the MGH to talk about the Disney approach to customer service June 21. The Walt Disney Corporation created the Disney Institute to teach business professionals about the Disney business philosophy and management techniques.

In a three-hour session, Poore compared the health care industry to the entertainment industry and gave examples of the Disney approach to customer service. "We know that all of our 57,000 employees have an impact on our entire show," said Poore. "The significance of what your hospital does is unbelievable. Hospital employees have a tremendous impact on patients — even those who do not directly take care of them. Yet the attitude of indifference of one employee can ruin the entire experience."

According to Poore, Disney's service theme is "We create happiness." Through orientation and reward programs, employees are taught that "creating happiness" is their job — regardless of their role in the organization. And when problems occur, Disney employees are encouraged to offer guests something special to help remedy the problem.

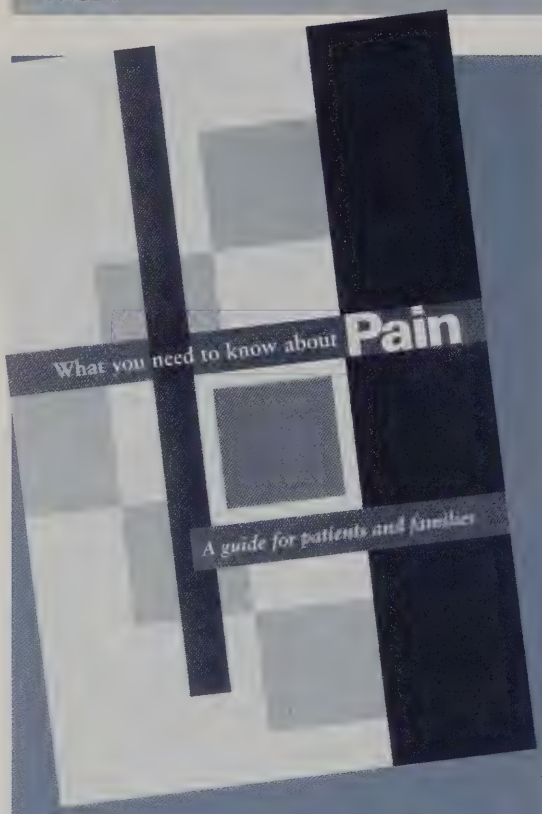
> **"WALK IN THE SHOES OF YOUR PATIENTS. EVERYTHING ABOUT YOUR FACILITY SAYS SOMETHING TO YOUR CUSTOMERS — FROM DEAD PLANTS IN THE WAITING ROOM TO CLUTTER IN THE HALLWAYS."**
>
> — JAKE POORE, DISNEY INSTITUTE

Poore cited several hospitals that have adopted Disney strategies. One hospital created their own service theme focusing on providing care and comfort. Another changed its signage and wayfinding mechanisms to be easier to understand and follow. "Walk in the shoes of your patients," says Poore. "Everything about your facility says something to your customers — from dead plants in the waiting room to clutter in the hallways." At Disney, employees periodically tour the park blindfolded or in wheelchairs, to ensure it is truly accessible for everyone.

(Continued on Page 3)

Operations support staff recognized

From left, Steve Temple, Jenice Cauchon and her son, Forest, and Melvin Brooks enjoy music, food, free gifts and a raffle as part of the MGH Operations Support Staff Day, June 22. Lunch and dinner were served under the Bulfinch Tent during the day, and night-shift employees received a boxed dinner in appreciation for all operations support staff.



What you need to know about pain

The MGH Cares About Pain Relief program distributed the first guide for patients and families about pain June 27. The brochure, entitled *What you need to know about pain*, is available in the Blum Patient and Family Learning Center, the Cancer Resource Room and in Pre-Admission Testing. The brochure also was distributed among clinical nurse specialists and nurse managers in each patient care unit at the MGH.

In addition to the pain brochure, an institutional policy on pain is being developed and future pain champion seminars — which were offered this year to create advocates for pain management on each unit — may be planned.

For more information about the project or to get a copy of the pain brochure, call Annabel Edwards at 4-1203 or the Center for Palliative Care at 4-4597.

MGH Children's Center celebrates 10th anniversary

Michelle Rose, of MGH Photography, poses with her sons, Alexander, *left,* and Harrison, and her husband, Dennis Kent, at the celebration of the 10-year anniversary of the MGH Children's Center in Charlestown. The center cares for 65 children of Partners-affiliated employees. The event included face painting, a puppet show, musical performances by Peter Sheridan and free ice cream. The event was made possible by a generous donation from the Charlestown Cluster, a coalition of childcare centers in Charlestown that provides staff enhancement and parent enrichment services to centers in the area.

Partners Telemedicine helps Greek hospital celebrate 30th anniversary

The Hygeia Hospital in Athens, Greece, which has had a collaborative relationship with the MGH and Partners HealthCare System since 1996, celebrated its 30th anniversary June 26. Partners Telemedicine, which currently provides remote medical services to patients at Hygeia Hospital, was invited to join the celebration via satellite. "The relationship between Partners and the Hygeia Hospital has been centered around the power of telemedicine to help Greek doctors diagnose and treat patients," says Joseph C. Kvedar, MD, director of Partners Telemedicine. "By tying themselves to one of the best hospitals in the world, they have been able to position themselves as a leading health care provider in Athens. We are pleased to celebrate their anniversary with them."

From left, Joseph C. Kvedar, MD; George Canellos, MD; and Carol Travaylakis speak to doctors of Hygeia Hospital by satellite hook-up.

Dana-Farber/Partners CancerCare receives award, hosts symposium

For its efforts to promote awareness about prostate cancer, Dana-Farber/Partners CancerCare (DF/PCC), the joint venture in adult oncology among the MGH, BWH and Dana-Farber Cancer Institute, recently received the Excalibur Award from the American Cancer Society (ACS).

DF/PCC was recognized, in part, for its support of the ACS New England Sports Awards program, which funds a variety of prostate cancer activities, including research, outreach and advocacy.

The ACS currently has more than $8.7 million in research grants under way at Dana-Farber and Partners hospitals, according to the society.

Part of the prostate cancer awareness work that DF/PCC has done includes the annual Massachusetts Prostate Cancer Symposium, sponsored with the Massachusetts Department of Public Health, the ACS and Beth Israel Deaconess Medical Center. Nearly 600 prostate cancer survivors and their families filed into the Worcester Centrum Centre May 9 to hear leading physicians, researchers and patient advocates discuss the latest screening and treatment options at the third annual event.

Speakers at the event included Howard Koh, MD, MPH, commissioner of the Massachusetts Department of Public Health, and Len Dawson, a National Football League quarterback and prostate cancer survivor. ●

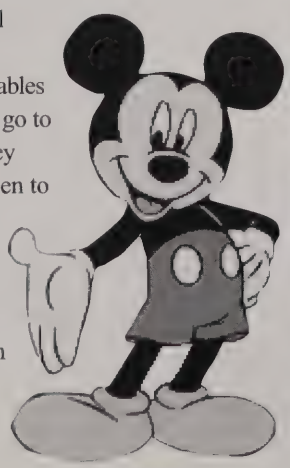
— *Mickey Mouse at the MGH?*

(Continued from Page 1)

The Disney presentation was one of several Customer Service Roundtable sessions presented by the MGH and Massachusetts General Physicians Organization Customer Service Department. These forums were created for managers and staff to share ideas and best customer service practices. Past presentations have included topics such as dealing with difficult people, developing reward and recognition programs and hiring practices.

"We were thrilled to have the Disney Institute come to one of our forums," says Diane Hanscom, senior project manager for Customer Service. "Staff here work so hard, and we wanted to offer them something that would be fun. We also recognize the importance of looking outside our industry for ideas about improving service."

Stacey McGlame, practice manager for Physical Therapy and Occupational Therapy Services, is a frequent attendee of the Customer Service Roundtables and found the Disney presentation useful. "I try to go to all of the Roundtable sessions, if I can. The Disney session was both entertaining and helpful. I've been to Disney World before, and I have always been impressed by their consistent display of cheerful, helpful interactions with customers and each " she says.



For more information about the Disney approach to customer service or the Customer Service Roundtables, call Hanscom at 4-0203. ●

MGHers scream for ice cream

Maria Valencia and Noida Ortiz, *below,* both of MGH Materials Management, were two of the many MGHers to enjoy an ice cream party sponsored by Ben & Jerry's on the Bulfinch Lawn June 23. The MGH was able to indulge its sweet tooth as a reward for having the highest employee participation in the Boston Bike-to-Work Day Corporate Challenge. The MGH Parking Department, along with MGH Police and Security, organized the 94 MGHers who participated in the Bike-to-Work Challenge.

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MGH HOTLINE

WHAT'S HAPPENING

Current techniques in molecular biology

The 10th annual summer course in Molecular Biology will be held July 12 through Aug. 9. The course is held Mondays, Wednesdays and Fridays, 9 to 10 am in the O'Keeffe Auditorium. It is open to fellows, students, house officers, research staff, faculty and all employees of Harvard-affiliated institutions. For more information, call Mariane Leonard at 6-3766.

HOPES seminars

The MGH Cancer Center HOPES (Helping Our Patients/Families through Education and Support) program presents educational seminars for patients, families and MGHers. On July 10, there will be a bone marrow/stem cell transplant discussion facilitated by Cathleen Poliquin, NP, MSN, noon to 1 pm. The discussion will be held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Summer schedule for computer training

Partners Information Systems has released the Summer Computer Workshop training schedule. The classes are held at Corporate Training, Charles River Plaza, 185 Cambridge St. For class schedules, course descriptions and online registration, visit *http://helpdesk.partners.org/data,* then select "Training." Schedules and registration forms also are available by calling 800-315-0895.

Tall Ship event parking regulations

Strict access and parking procedures will be enforced by the Boston Police Department and by MGH Police, Security and Parking during Tall Ship Event Week, July 11 to 16. MGH Parking and Security recommends that MGHers stay clear of the CNY area unless necessary. Local police will have three roadblocks at Chelsea, Austin and Main Streets. MGH/PHS shuttles will be able to pass through all checkpoints. On July 12 to 16, access will be restricted at the CNY gates. MGH/PHS employees should not park in Building 199 or any other MGH parking facilities if it is not work related. For more information, call the MGH Parking Office at 6-8886.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

IN GENERAL

Jay A. Fishman, MD, of the MGH Infectious Disease Division, recently was elected to the Board of Directors of the American Society of Transplantation (AST). He is the first infectious disease clinician to be elected to the board of AST.

Benjamin Z. Leder, MD, of the MGH Endocrine Unit, recently received a Glenn Foundation Endocrinology and Aging Award. The Glenn Foundation Awards are presented for research abstracts focused on areas of basic biology and closely related to the problems of aging and endocrinology.

The following MGH physicians were awarded the Daniel D. Federman Outstanding Clinician Educator Award. The award is presented to Harvard Medical School faculty who have devoted their professional lives to academic and clinical teaching.

Michael Bailin, MD
Nesli Basgoz, MD
Phyllis Carr, MD
Rees Cosgrove, MD
Benjamin Davis, MD
Kevin Dennehy, MD
Thomas Disalvo, MD
James Donahue, MD
Walter Dzik, MD
Thomas Kinane, MD
William Kormos, MD
Charles McCabe, MD
Emmett Schmidt, MD
Ravi Thadhani, MD
Peter Yurchak, MD

Emery N. Brown, MD, PhD, director of the Statistics Research Laboratory in the MGH Department of Anesthesia and Critical Care, recently was awarded an Independent Scientist Award from the National Institutes of Mental Health. The award is a five-year grant to develop mathematical algorithms to decipher how sets of neurons in the brain encode information into short-term memory.

MGH Blood Donor Center offers sweet reward

The MGH Blood Donor Center, located on Gray 1, is offering free ice cream sundaes to all MGHers who donate whole blood or platelets July 3 or 5. MGH donors also have a choice of a $5 coupon to Coffee Central or the Eat Street Cafe or a one-day parking sticker for the Lomasney Parking Garage, also known as the "bubble garage."

In addition, anyone who donates platelets receives a large canvas bag, and those donating whole blood receives a sport water bottle. The MGH Blood Donor Center is in particular need of platelets July 5. Walk-in donors for whole blood are welcome; platelet donations require appointments. To make an appointment or for more information, call Kate Grealy at 4-9699.

July 7, 2000

MGH HOTLINE

A PUBLICATION FOR ... AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers enjoy annual picnic

MGHers gathered under the Bulfinch Tent to enjoy food and entertainment June 29 at the annual Summer Lunch and Diversity Celebration. The picnic was hosted by James J. Mongan, MD, president of the MGH. While MGHers feasted on sandwiches, fruit, chips and ice cream, they were entertained by dancers and live music.

MGH ranked as one of top three hospitals in nation

The MGH has again ranked third in *U.S. News & World Report's* annual hospital "honor roll," with a number one ranking in the psychiatry category for the fifth year in a row. BWH also made the list, ranking eighth, while McLean Hospital ranked third in psychiatry and Spaulding Rehabilitation Hospital ranked 14 in rehabilitation.

Massachusetts Eye and Ear Infirmary, a sister institution of the MGH, ranked third in the ear, nose and throat category and fourth in eye care. Johns Hopkins Hospital in Baltimore ranked first overall, and the Mayo Clinic in Rochester, Minn., ranked second.

The highest rated hospital in the Northeast for the 11th year in a row, the MGH has been among the leading institutions since the publication began conducting the survey in 1990. The honor roll and the 17 specialty rankings will appear in the July 17 issue of *U.S. News & World Report,* which will be available on newsstands July 10. For more information about the "Best Hospitals" issue of *U.S. News & World Report,* visit *www.usnews.com.*

Of the nearly 1,700 hospitals surveyed nationwide, the MGH ranked among the best hospitals in the following specialties:

Cancer	7
Cardiology and heart surgery	3
Digestive disorders	4
Geriatrics	4
Gynecology	7
Hormonal disorders	2
Kidney disease	2
Neurology and neurosurgery	2
Orthopædics	3
Pediatrics	18
Psychiatry	1
Respiratory disorders	7
Rheumatology	7
Urology	8

Spine tumor clinic helps patient while a family history is discovered

Linda Falgiani's doctors in her home state of Oklahoma told her that she would eventually become paralyzed from the waist down and spend the rest of her life in a wheelchair. Luckily for Falgiani, this prognosis probably won't come true.

A resident of Broken Arrow, Okla., Falgiani suffered eight years of numbness and pain in her legs and lower torso. She tried everything to help ease the pain, including devoting hours a day to power walking. Last year, local specialists diagnosed her with an astrocytoma — an inoperable type of spine tumor. With little hope for successful treatment, Falgiani prepared herself for a future of immobility and pain. That was before her son, Michael, then a first-year medical student at the Oklahoma University Medical School, read something that would save Falgiani's life.

At right, Linda Falgiani, with her husband, Larry. Above, Falgiani's grandmother, Frieda Baker, who was a student at the MGH School of Nursing 80 years earlier.

While trying to learn as much about astrocytomas as possible, Michael Falgiani came across an article in the medical journal *Neurology* by John Henson, MD, executive director of the MGH Brain Tumor Center, about the treatment of spine tumors with chemotherapy. Michael Falgiani called Henson to ask if he would look at his mother's case. Henson agreed, and Linda Falgiani's MRI (magnetic resonance image) and a biopsy sample were sent to the MGH for review.

Because spine tumors are very difficult to diagnose, Henson consulted MGH experts in reading this type of pathology. The team — led by David Louis, MD, of MGH Pathology — determined that Falgiani did not have an astrocytoma but rather had a subependyoma, a rare type of tumor that usually occurs in the brain.

In May, Falgiani and her husband, Larry, came to Boston for consultation with Henson and Lawrence Borges, MD, of MGH Neurosurgery. After a week's worth of tests, Borges and Henson concluded that Falgiani's tumor was, in fact, operable and scheduled her for surgery. On June 7, Falgiani's entire tumor, which had grown to an alarming seven inches long, was removed at the MGH.

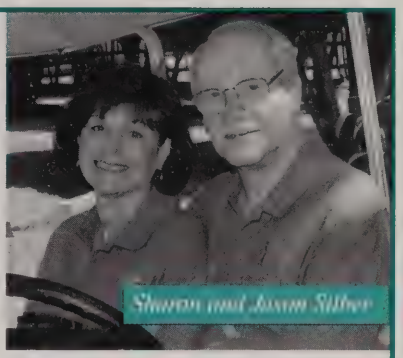
"This type of surgery is difficult because the spinal cord is so sensitive to any type of movement," says Borges. "Spine tumors are rare in general, and this type of tumor is exceedingly rare. Fortunately, we were able to remove the entire tumor."

Henson says that he had written the paper for *Neurology* because of the work that he had done with the Silber family to help develop a formal spine tumor clinic *(See story, Page 3)*. "The Silbers lost their son Brian to a spine tumor and have raised money for a specialized center, which opened in October 1999," says Henson. "I'm pleased that their desire to help create this clinic led me to write this article, which eventually led to the removal of Linda Falgiani's tumor."

While Falgiani was beginning her recovery and rehabilitation at Spaulding Rehabilitation Hospital, she discovered an interesting fact about her family history: Her grandmother, Frieda Baker, attended the MGH nursing program nearly 80 years ago. "It's so funny to think that I never knew this about my grandmother, and here I am, 80 years later, having surgery at the same hospital where she trained," says Falgiani.

Falgiani currently is doing well, and is undergoing rehabilitation at Spaulding. Her prognosis is good, and according to Henson, there is no residual of the tumor. ●

Brian D. Silber Spine Tumor Clinic


Sharon and Jason Silber

Before Brian Silber lost his three-year battle with spinal cord cancer in 1996, the 28-year-old's wish was to help others who suffered from this rare type of tumor. Through the hard work of Silber's parents, Sharon and Jason, his sister, Karen, other family members, friends and many at the MGH, Brian's wish came to fruition in 1999. In recognition of the Silber family's goal to raise a $1 million endowment in Brian's memory, the Brian D. Silber Spine Tumor Clinic was established at the MGH.

According to Jay Loeffler, MD, Brian's physician and a radiation oncologist at the MGH, the Silber Spine Tumor Clinic is believed to be the first multidisciplinary clinic in the United States specifically dedicated to the care of patients with spine tumors. Researchers at the clinic also are investigating the causes of such tumors and possible new treatments, including the use of chemotherapy. John Henson, MD, executive director of the MGH Brain Tumor Center, published an article about this type of treatment in the journal *Neurology,* which led to Linda Falgiani's successful treatment at the MGH *(See story, Page 2).*

The clinic is supported through an annual golf tournament organized by the Silber family and through individual gifts from family and friends. The third annual Brian D. Silber Golf Tournament will be held July 19 at the Colonial Golf Club in Lynnfield. For more information about the tournament, call Amy Fontanella at 4-6426. For more information about the clinic, call Henson at 4-8770 or visit *http://spinetumorcenter.mgh.harvard.edu.*

FYI posters about diversity

The most recent posters in the FYI campaign are being distributed throughout the hospital this week. The posters *(right)* focus on valuing diversity and respecting the cultural backgrounds of patients, visitors and other employees. The posters are meant to remind MGHers of the hospital's mission to provide high-quality, individualized care that is culturally sensitive to the needs of all individuals regardless of race, age, religion, gender, sexual orientation, ethnicity, disability or socioeconomic status.

"Contemporary health care requires that we have the ability to provide care that reflects cultural competence," says Deborah Washington, RN, MS, director of Diversity for Patient Care Services. "As a large teaching hospital, we must be cutting edge in our knowledge of the values, beliefs and customs of our diverse patient population as well as our science."

Because of the importance of the hospital's message about diversity, a Spanish version of the poster also is being distributed to reach a wider audience.

The posters are part of the FYI campaign, which is meant to help keep MGHers apprised of important information related to their roles and responsibilities within the MGH community.

For more information about the FYI campaign, call 4-6433.

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MGH HOTLINE

WHAT'S HAPPENING

HOPES seminars

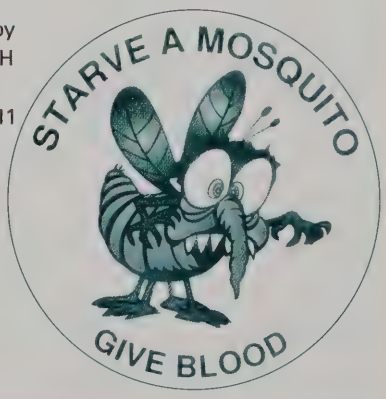
The MGH Cancer Center HOPES (Helping Our Patients/Families through Education and Support) program presents educational seminars for patients, families and MGHers. "Lymphadema and Exercise," facilitated by Diane Heislein, PT, MS, OCS, of MGH Physical Therapy, will be offered July 17, noon to 1 pm. On July 19, "Fear of Death: Spiritual Resources," facilitated by Michael McElhinny, MDiv, of the MGH Chaplaincy, will be offered, noon to 1 pm. Both discussions will be held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Sail Boston 2000 parking regulations

Strict access and parking procedures will be enforced by the Boston Police and by MGH Police, Security and Parking during Sail Boston 2000, July 11 to 16. MGH Parking and Security recommends MGHers stay clear of the CNY area unless necessary. Local police will have three roadblocks at Chelsea, Austin and Main streets. MGH/PHS shuttles will be able to pass through all checkpoints. On July 12 to 16, access will be restricted at the CNY gates. MGH/PHS employees should not use Building 199 or any other MGH parking facilities to visit the tall ships. For more information, contact the MGH Parking Office at 6-8886.

New blood donor T-shirts

All blood donors who donate at the MGH Blood Donor Center will receive a T-shirt featuring the design below. In addition, donors will have a choice of a $5 coupon to Coffee Central or the Eat Street Café or a one-day parking sticker for the Lomasney Parking Garage. To make an appointment or for more information, call 6-8171.



MASSACHUSETTS GENERAL HOSPITAL

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Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

Partners Night at the Boston Pops

The Harmonious Healers included, from left, John W. Henson, MD, MGH Neurology; Bruce Chabner, MD, MGH Cancer Center; Elizabeth Cameron, MD, of NSMC; Dolph Hutter, MD, MGH Cardiology; John Gaidzik, MD, MGH Endocrinology/Internal Medicine; Robert C. Goldszer, MD, BWH; Harold J. Kennedy, MD, BWH; Don Di Salvo, MD, BWH; Douglas W. Bell, MD, NWH; Gilbert Brodsky, BWH.

The third annual Partners Night at the Pops was held June 23, with physicians from the MGH, BWH, North Shore Medical Center (NSMC), Newton-Wellesley Hospital (NWH), Faulkner, Spaulding, McLean and Partners Community HealthCare attending. The physicians and their guests made up an audience of more than 2,000 for this special Boston Pops concert at Symphony Hall.

A highlight of the evening came when Partners' own musical talent — 28 physicians from throughout the Partners system — joined Pops conductor Keith Lockhart on stage to sing a medley of Irish tunes. Three physician choruses — the Harmonious Healers, the Caregiving Crooners, and the Medical Maestros — serenaded the audience with "HARRIGAN," "My Wild Irish Rose" and "McNamara's Band."

An impromptu audience vote for best chorus gave all three groups a resounding "two thumbs up," and Lockhart declared the contest "too close to call." The evening's grand finale featured Partners Chairman Jack Connors, Jr. conducting the Pops orchestra in a rousing rendition of "Stars and Stripes Forever." The evening was made possible through the generosity of John Hancock and the advertising agency Hill, Holliday, Connors, Cosmopulos.

July 14, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Harvard to launch clinical research collaboration

Partners HealthCare System, Harvard Medical School (HMS) and CareGroup have forged a comprehensive clinical research partnership to enhance the Harvard medical community's role as a world leader in clinical research. The Harvard Clinical Research Institute (HCRI) is in the final stages of the incorporation process. Among the key participating institutions are the MGH, HMS, BWH and Beth Israel Deaconess Medical Center (BIDMC).

"This new partnership will enhance our ability to contribute to what promises to be a very exciting era in biomedical research," says Samuel O. Thier, MD, Partners president and CEO. "The institute also is a model of how Harvard Medical School and its teaching hospitals can work together to support our key missions in a turbulent health care environment."

William F. Crowley Jr., MD, director of the MGH Clinical Research Program, says that the new institute will expand the research potential of the institutions involved. "Bringing the Harvard institutions together in this way can be a potent force in enabling researchers to conduct combined clinical trials across the participating hospitals."

The institute is designed to facilitate clinical research by faculty members and to provide better access to the faculty for research sponsors from the pharmaceutical and biotechnology industries. Harvard medical community researchers currently conduct more than $600 million in research each year, of which about $40 million represents industry-sponsored clinical trials.

HCRI aims to expand clinical trials across the Harvard system, maintaining the highest standard of scientific rigor and protection of patients' interests. By offering central management for all aspects of

(Continued on Page 2)

Blood Donor Center starts July with record-breaking numbers

The MGH Blood Donor Center had a record-breaking number of blood donors over the Fourth of July weekend. Forty-five MGHers donated blood July 3, adding to the day's total of 91 donors. Thirty-five MGHers and a total of 78 donors came to the center July 5. These two days combined represented the highest employee participation in the last five years.

As a special thank you, the Blood Donor Center offered free ice cream sundaes to any MGHer who gave blood those days. Coupons to Coffee Central and to the Eat Street Café also were given, as well as one-day free parking passes to the Lomasney Parking Garage. Employees also received a free T-shirt, water bottle or a tote bag for giving blood. "It was absolutely wonderful," says Joyce Foley, of the MGH Blood Transfusion Service.

"It was the best beginning of July we've ever had. We are most appreciative of everyone who came to donate. We hope they'll keep coming back."

To keep blood supply levels up during holiday weekends, the MGH Blood Donor Center has created a holiday club for employees who donate before holiday weekends when blood collections are traditionally low. To become a member, MGHers should register and donate blood four out of nine possible holiday weekends, such as Memorial Day, Thanksgiving and New Year's Day.

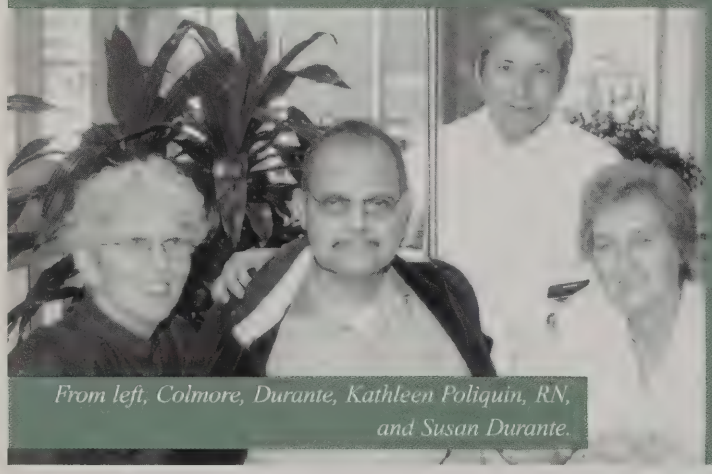
For more information or to make an appointment at the MGH Blood Donor Center, call 6-8171.

Top, from left, George Chappell, of the MGH Blood Donor Center, and Ann E. Taylor, MD, of the Department of Medicine; Judy Cote of Surgery, and Mary Caporale, LPN, of the center; and volunteers Rita Denaro and Yvonne DelloRusso.

Arthur says no to cancer

Arthur Durante has had cancer for 35 years. Diagnosed with Hodgkin's disease at the age of 21, he has lived with cancer longer than without. Durante recently wrote a book with the help of Perry Colmore, a two-time breast cancer survivor, about his struggle to survive. Colmore created the Wall of Hope, an exhibit of cancer survivors who have been treated at the MGH, which is on display in the Cox Lobby.

Colmore first met Durante three years ago at a cancer survivors day during which she gave a speech about her experiences. It was then that Durante asked her to help write his story. Colmore did not think about the request again until months later when she was asked by the MGH to prepare the Wall of Hope. Durante was the first cancer survivor Colmore interviewed, and two days later she offered to write his story.



From left, Colmore, Durante, Kathleen Poliquin, RN, and Susan Durante.

Their book, entitled, *Sunrise Sunset: Arthur Said No to Cancer — Keeping Hope Alive,* now is available and can be purchased in the Cancer Resource Room, Cox 1. Durante and Colmore came to the MGH for a book signing June 28. All profits from book sales will go to the Durante Fund at the MGH. This fund supports the Susan and Arthur Durante Award to recognize MGH staff whose work with cancer patients reflects outstanding compassion, caring and exemplary performance. Recipients of the award receive $1,000 for activities to support their personal relaxation and respite.

Durante has been not only a patient at the MGH but also a volunteer and benefactor. Kate Grimes, PT, MS, CCS, who has provided care to Durante, says about his book: "It comes as no surprise to me that Arthur would want to share his struggle with others. He has a way of surviving, and through his strength, brings others along with him. He always wants to share and include other people and help them value life."

Durante says he wrote this book for two reasons. "First, because I think it will help and inspire other people with cancer," he says. "And second because, when I get depressed, I want to pick it up so I can remember how to fight again."

— Clinical research collaboration

(Continued from Page 1)

research — from efficient and ethical study design to expert data analysis — HCRI is designed to increase Harvard's share of industry-sponsored clinical research to at least $140 million over the next five years.

HCRI's capabilities will include investigational new drug applications, study design and statistical expertise, electronic data collection, data monitoring and validation, quality assurance, data analysis and report writing. The information technology system will create and maintain databases on current trials, investigator and sponsor interests and patient populations, along with a website for patients and the public. The test interpretation service will offer high-quality, centralized interpretations of tests. Sample management will include collection, processing, storage, distribution and archiving of DNA, blood and tissue samples.

The institute initially will include the MGH, BWH and BIDMC — the three Harvard-affiliated hospitals with the largest research infrastructure and the broadest patient base. Ultimately the institute is expected to offer its services to all HMS-affiliated clinical institutions.

MGH media guidelines

As a nationally and internationally recognized leader in health care, teaching and research, the MGH attracts significant media attention. While the Public Affairs Office is directly responsible for overseeing the hospital's media relations program, each member of the MGH community plays an important role. To assist the Public Affairs Office, employees and staff are asked to follow the guidelines outlined below:

- Refer all media calls to the Public Affairs Office (6-2206) at the earliest opportunity. A representative of Public Affairs is availab 24 hours a day (pager # 28383) through the hospital page operat (6-2066). In addition, Georgia Peirce, director of media relations carries pager # 22345, and Peggy Slasman, chief public affairs officer, has pager # 28385. The Public Affairs staff is experience in handling a vast range of media issues and is available to assist any MGH employee.

The FYI column is designed to help keep MGH staff and employees apprised of important information related to their roles and responsibilities within the MGH community. It is a part of the FYI campaign and is meant to help MGHers provide the highest quality of care to patients while meeting the standards set by the Joint Commission on Accreditation of Healthcare Organizations.

FYI: Protecting the MGH environment of care

Many MGHers at some point in their employment have been involved in a fire drill or have had to secure medications or dispose of hazardous materials. These and many other practices contribute to how the environment of care (EOC) at the MGH is managed. Managing EOC involves maintaining a set of standards — defined by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) — that address the creation of a safe, functional and effective environment for patients, visitors and staff. EOC considerations include issues of safety, [illegible]rity, patient privacy and adequacy of [illegible]age.

To maintain a proper EOC at the MGH, employees should be familiar with life safety requirements — any safeguards in case of a fire emergency — as well as other safety and security issues that can be found in *The Green Book,* an employee health and safety handbook.

This handbook is distributed to all new employees during orientation and can be obtained through the Partners Corporate Training Department. Employees also should be familiar with department-specific EOC requirements, which may include instructions about medical equipment use and handling of hazardous materials. Another resource for EOC standards is the MGH Safety Manual, which has been distributed to all units and departments and also can be obtained through the MGH Safety Office.

"When the environment of care is properly managed, we can create a welcoming place that supports and maintains patient dignity and allows for ease of interaction between patients and staff," says Maryanne Spicer, director of the Compliance Office and chair of the hospital's JCAHO steering committee.

A safe and functional environment benefits employees as well as patients. "Paying greater attention to the place and conditions in which we work offers a real benefit for staff," says Spicer. "They shouldn't have to fear injury, exposure to hazards or breaches to their personal security as they go about their daily routines providing care and comfort to our patients."

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, adds: "Patient safety and employee safety are essential components of providing the highest quality of patient care. It is for this reason that we all must work together to provide the best possible environment of care at the MGH."

For more information about the JCAHO standards for EOC, call the Compliance Office at 6-5109. ●

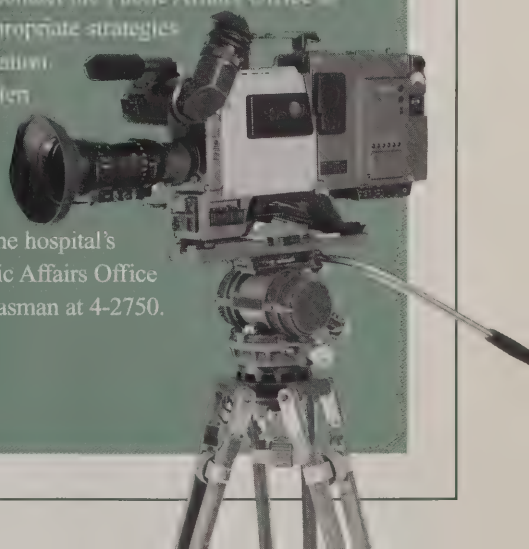
All patient information released to the media should be provided by the Public Affairs Office. Patient confidentiality is the highest priority at the MGH. Generally, Public Affairs staff members release only a one-word condition — good, fair, serious or critical — in accordance with American Hospital Association guidelines. No other information is released without the consent of the patient and/or family members.

If employees or staff have an existing relationship with a reporter and agree to an interview, they are encouraged to inform Public Affairs as soon as possible. Knowing about media activity enables Public Affairs to track and report any resulting media placements.

To ensure patient confidentiality and privacy, any member of the media or any film crew or photographer entering the hospital with a camera of any type — still or video — must be accompanied by [illegible]blic Affairs staff member. The Public Affairs representative will obtain the necessary clearances and consents. Public Affairs should be informed and involved, even if the film crew is shooting a promotional or training video. Early notification of such requests facilitates scheduling.

- Researchers who learn that a paper has been accepted by a peer-reviewed journal should contact the Public Affairs Office as soon as possible to discuss appropriate strategies for communicating the information. Such scientific publications often present opportunities for media coverage. Embargoes are always honored.

For more information about the hospital's media program, contact the Public Affairs Office at 6-2206, Peirce at 4-6423 or Slasman at 4-2750.



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MGH HOTLINE

WHAT'S HAPPENING

Course in research coordination
"Management Strategies for MGH Entry-Level Coordinators" will be offered Aug. 9. Deidre Norris, RN, of the MGH Epilepsy Service, and Sandra Kogan, of Decisions Systems Groups at BWH, combine years of MGH research experience with time management principles to provide a solid foundation in research coordination at MGH. Registration is required. To register, visit *http:\\crnet.mgh.harvard.edu* or call Alison Simmons at 4-2980.

Marie C. Petrilli Oncology Nursing Award
Nominations now are being accepted for the first Marie C. Petrilli Oncology Nursing Award. The purpose of this award is to recognize the high level of caring, compassion and commitment reflected in the nursing care of oncology patients at the MGH. Any MGH nurse who cares for patients with cancer is eligible for nomination. Two nurses will be selected to receive this award. Award recipients will receive $1,000 each. Any employee, manager, physician, patient or family member may nominate a candidate by completeing a brief nomination form. Forms are available on all inpatient units, the Gray and Cancer Center information desks and in the Cox 1 Cancer Resource Room. Nomination forms can be sent to Scott Ciesielksi, RN, at the Center for Clinical and Professional Development, Founders 644, or faxed to 4-3754. Nominations are due by Aug. 11.

Design and conduct of clinical trials course offered
The Education Unit of the Clinical Research Program, in collaboration with the MGH Cancer Center, will offer "Design and Conduct of Clinical Trials," beginning Sept. 7, 5 to 6:15 pm, twice weekly for 14 sessions. The course is ideally suited to second-year fellows and junior faculty pursuing clinical research. The course fee is $200 and includes the textbook, *Fundamentals of Clinical Trials.* Enrollment is limited, and registration is required. To register, visit *http:\\crnet.mgh.harvard.edu* or call 6-1669.

MASSACHUSETTS GENERAL HOSPITAL

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IN GENERAL

Elaine M. Hylek, MD, MPH, of MGH Internal Medicine, has been named one of 15 national recipients of this year's Robert Wood Johnson Generalist Physician Faculty Scholar Awards. The four-year grant is awarded to individuals who have demonstrated excellence in their research pursuits while maintaining their academic commitment to teaching and patient care. Hylek intends to use the grant to study the effectiveness of anticoagulants in the geriatric population.

Hermes C. Grillo, MD, emeritus chief of General Thoracic Surgery at the MGH, recently was honored as a pioneer in cardiothoracic surgery by the French CardioThoracic Surgical Society in Paris. He was one of three general thoracic surgeons recognized.

A family gives back

When Joyce Clanon turned 12 years old last October, she didn't want friends to bring presents to her birthday party, she wanted them to bring books. Although Clanon is an avid reader, the books were not for her — they were for patients at the Mass General Hospital for Children.

Clanon and her family came to the MGH July 3 to present four boxes of books — ranging in reading ages from 6 to 18 — to patients on Ellison 17 and 18.

Joyce Clanon with patient Cynthia Knowlton

"Our young patients were thrilled to receive the books," says Judy Newell, RN, nurse manager of Ellison 17 and 18. "Many of them are confined to their beds, so any reading material is a godsend. And it was very generous of Joyce and her family to bring these treasures to the hospital."

The Clanons are no strangers to the MGH. Joyce Clanon's parents, Regina and Jeff, established a scholarship fund for NICU nurses in memory of their son, Ben, who died in 1986 at the MGH after only four weeks of life. The $500 award for educational support recognizes a NICU nurse who demonstrates exemplary practice, a commitment to primary nursing and advocacy for neonatal patients and their families. "The nurses in the NICU were so great to us, we just want to give something in return," says Regina Clanon.

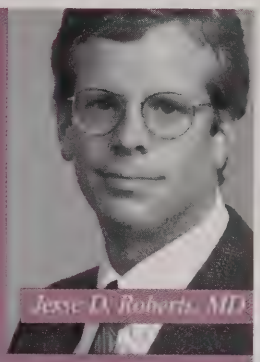
July 21, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Nitric oxide inhalation may prevent dangerous infant lung condition


Jesse D. Roberts, MD

Inhalation of nitric oxide (NO) gas may prevent the development of pulmonary vascular disease (PVD), a dangerous condition that can affect about one of every 500 infants. In the July issue of *Circulation Research,* MGH investigators report that inhaled NO kept infant rats with lung injuries from developing PVD by interfering with the basic process underlying the disorder, an overgrowth of cells in the walls of the pulmonary arteries. There currently is no way to prevent PVD in at-risk infants, and treatments for the condition are not very effective.

"Nitric oxide therapy has the potential to significantly increase the quality of life and — in some cases — save the lives of infants at risk for PVD," says Jesse D. Roberts, MD, of MGH Anesthesia and the MassGeneral Hospital for Children, the paper's first author. "With these findings and the knowledge that nitric oxide is a very safe treatment for other lung conditions, the time is right to design clinical trials in human infants."

PVD can develop in infants when damage to the lungs — caused by the use of ventilators to support premature lungs, lung inflammation or stresses imposed by congenital heart defects — induces the walls of vessels carrying blood between the heart and lungs to thicken. The condition can lead to heart failure, delays in normal growth and development, or even death.

MGH anesthesiology researchers pioneered the study of inhaled NO to treat serious lung disease. In the current study, the researchers injected a group of newborn rats with an agent known to cause lung injury and PVD. Rats that continuously breathed a mixture of air with a small amount of NO throughout the two week study showed no symptoms of PVD, while rats not receiving NO had significant overmuscularization of their lung arteries.

Other authors of the study are Kenneth Bloch, MD, of the MGH Division of Cardiology and the Cardiovascular Research Center (CVRC); Jean-Daniel Chiche, MD, of the CVRC; and Joerg Weimann, MD, Wolfgang Steudel, MD, and Warren Zapol, MD, of the Department of Anesthesia and Critical Care.

A room with a view

Shaliz Guadalupe, *right,* a patient at the MassGeneral Hospital for Children, attempts to get a glimpse of the Tall Ships from the Ellison 18 day room. Dozens of children, parents and MGH staff gathered to see the Parade of Sails July 11.

A sparkle in the night saves the day

Mary McAuley, RN, a nurse on Blake 7, was working the night shift June 29 in the ICU, when something unexpected happened. McAuley was treating a patient, and family members and friends had come to visit. "One of the women who was visiting was wearing the most beautiful diamond ring," says McAuley. "You couldn't help but notice it." When the woman went to leave the MGH, she noticed her diamond had fallen out of its setting. "It was about 3:30 am when the woman came back up to the ICU. She was frantic. I went to get Gracie Ischia [RN], and we searched everywhere, even the elevators." The diamond was nowhere to be found on Blake 7 or the elevators or the Main Lobby. It wasn't until McAuley was walking through the Main Corridor to the White elevators that she noticed a sparkle in the corner of the hallway. "I couldn't believe I found it," says McAuley, "it was just a stroke of luck." McAuley was rewarded with $20, which she used to buy bagels and coffee for the ICU staff that morning. If not for McAuley taking time out of her hectic schedule in the ICU, the diamond may have never been found.

Mary McAuley, RN

Honduran relief effort shows that dermatology services are needed

When a team of MGHers went to Honduras after the Hurricane Mitch disaster in the fall of 1998, the group assessed which medical services were most needed in the area. Among the gaps in medical service was the need for dermatological care for the Honduran people. It was then that Ernesto Gonzalez, MD, of MGH Dermatology, was asked how the MGH could best treat patients for skin-related illnesses at Hospital Escuela in Tegucigalpa, Honduras.

According to Gonzalez, both acute care and long-term care were needed. "The presence of a wet environment and exposure to chemicals in the area are causes of the various needs for medical treatment for skin infections," says Gonzalez. "These types of illnesses need to be treated by doctors and require a lot of resources that are not available at Hospital Escuela. We plan to make a few trips each year to treat these patients and to teach Honduran doctors about advanced techniques in treating skin illness."

The group also will set up a teledermatology service so MGH physicians can consult remotely with doctors at Hospital Escuela to diagnose patients and recommend treatment. This service, which uses a satellite and computers that project images back to the United States, is scheduled to begin this summer. Joseph C. Kvedar, MD, director of Partners Telemedicine, generously donated the equipment and expert advice for this service.

Leading these trips are Gonzalez; Thomas Durant, MD, of MGH Administration; Paula Buick, RN, of MGH Planning and Construction; Edwin Wyman, MD, of MGH Orthopædics; and Tim Chartier, MD, the Mohs Surgical Fellow at Mass. Eye and Ear Infirmary. The initial trips were sponsored in part by the Hingham Rotary Club and Rotary International.

"Honduras is one of the poorest countries in Central America, with an annual average income of $600," says Buick. "A socialized medical system with 'care for all' puts great demand on the Honduran clinicians. The impact that an MGH collaboration can make is great — both on a physician-to-physician basis and on patients' lives."

According to Chartier, who was a chief resident at the MGH when he began his involvement with the relief effort, results have already been achieved in the beginning stages of the collaborative effort between the MGH and Honduran doctors. "We were able to get supplies and machinery donated to aid in the treatment and prevention of dermatological diseases," he says. "For example, we were able to get cases of sunscreen and special sun-blocking clothing and hats for children who suffer from xeroderma pigmentosum — a genetic disorder whereby skin is ultra-sensitive to sunlight and skin cancers are formed at a very early age. In a place like Honduras, where avoidance of sunlight is nearly impossible and sunscreen and other forms of protection from sunlight are too expensive for residents, these kinds of donations can save lives."

Chartier also explains that the MGH was successful in getting expensive machinery donated to Hospital Escuela, such as an ultraviolet light box to aid in phototherapy and a cryo-gun — a liquid nitrogen bottle — to treat skin diseases.

"It's wonderful that we were able to get them this much-needed machinery, but we need to continue our efforts if we really want to make a difference in Honduras," he says. "Eventually, the machines will break and the sunscreen will run out. We need to find a way to continue to provide resources to Honduras to have a real, lasting impact."

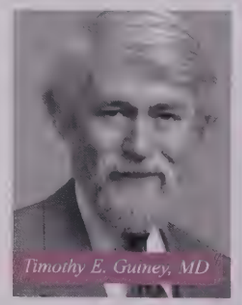
Dermatology services would not be complete without adequate diagnostic abilities. A generous donation of services by Thomas Flotte, MD, of MGH Dermatopathology, will add to the MGH's efforts. For a six-month trial period, physicians in Honduras will have the opportunity to send slides to the MGH to be read. Continuation of pathology services will be evaluated at the end of the trial.

Initial seed funding for this project came from a generous donation by Jack Connors, chairman of the Partners Board of Trustees. Additional funding will be necessary to continue the project.

The next trip to Honduras is scheduled for August, when equipment for the teledermatology service will be installed. For more information about the project, call Gonzalez at 724-6967. ●

Medical director, nurse coordinator named to MGH/MGPO International Program

The MGH / Massachusetts General Physicians Organization (MGPO) International Program recently added two new positions — Timothy E. Guiney, MD, of MGH Cardiology, as medical director, and Leila E. Carbunari, RN, as international nurse coordinator.



Timothy E. Guiney, MD

Guiney is excited about the opportunity and the challenge of his new role. "I've never had a dull day at the MGH, and among the reasons for that have been my experiences with international patients from all areas — India, Pakistan, the Middle East, Canada, Mexico and southern Europe — especially Greece and Italy," he says.

Peter Slavin, MD, MGPO CEO, adds: "Tim is a terrific choice, both because of his stature within the institution and his extensive experience working with international patients."

Guiney praised the selection of Carbunari for the position of international nurse coordinator. "Leila is a native Arabic speaker who has an unusual ability to connect with people," he says.

Carbunari feels that her new role will help give nursing a more active presence in working with international patients. "I feel that I will serve as a liaison between patients and the hospital staff to help meet the needs of both parties," she says.

To build the program, Guiney will expand its outreach and marketing efforts. "One of the major challenges will be to coordinate patient amenities such as lodging, transportation and interpreter services," he says.

Guiney and the staff at the Partners International Program have begun to work with organizations such as Massport, the Boston Chamber of Commerce, hotels and other business groups to improve the experience for international patients and families. He plans to coordinate closely with the Partners International Program under the leadership of David Jones and Ed McCarthy. Guiney says he also intends to call upon his colleagues in many areas around the MGH to extend the program throughout the hospital.

For more information about the program, call Guiney at 726-5514. ●

BWH challenges the MGH

The BWH Blood Donor Center has challenged the MGH to a friendly competition to get the most employees to donate blood before and after the Labor Day weekend.

The goal of this challenge is to encourage employees at both hospitals to help the MGH and BWH Donor Centers meet the blood supply needs of patients during the long holiday weekend, when donations are traditionally low.

"We are very excited about meeting the challenge of getting the most employee donors," says Christopher Stowell, MD, PhD, of the MGH Blood Transfusion Service. "During the last year, our employee donations have increased substantially, so I think we have a good chance of winning. The real winners, however, will be our patients at both institutions. The summer holiday weekends are the most difficult to maintain a safe and adequate blood supply, so we need our employees the most during these times."

All employees who give blood between Aug. 28 and Sept. 15 will receive an MGH / BWH Employee Blood Drive Challenge T-shirt as a special thank you. A trophy also will be given to the winning donor center. For more information, call the MGH Blood Donor Center at 726-8171.

Judy Cote, of MGH Surgery, donates blood.

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MGH HOTLINE

WHAT'S HAPPENING

Research coordination course
"Management Strategies for MGH Entry-Level Coordinators" will be offered Aug. 9. Deidre Norris, RN, of the MGH Epilepsy Service, and Sandra Kogan, of Decisions Systems Groups at BWH, combine years of MGH research experience with time-management principles to provide a solid foundation in research coordination at the MGH. Registration is required. To register, visit *http:\\crnet.mgh.harvard.edu* or call Alison Simmons at 724-2900.

HOPES seminars
The MGH Cancer Center HOPES (Helping Our Patients/Families through Education and Support) program presents educational seminars for patients, families and MGHers. "Parenting in Challenging Times: A Drop-In Support Group for Parents," facilitated by Cathleen Poliquin, NP, MNS, of the MGH Bone Marrow Transplant Unit, will be offered July 25, noon to 1 pm. "Mind-Body Techniques to Help You Get Through Treatment," facilitated by Katie Dobbin-Binda, MSW, of the MGH Cancer Center, will be offered June 26, noon to 1 pm. "Sunscreens Make Summer Sense: Choosing and Using an Appropriate Sunscreen Lotion," facilitated by Regina Holdstock, RPH, will be offered July 27, 3 to 4 pm. All discussions will be held in the Cancer Resource Room, Cox 1. For more information, call 724-1822.

Schwartz Rounds
The 40th Kenneth B. Schwartz Rounds will be held in the Walcott Conference Room July 28, noon to 1 pm. Lunch will be provided. Discussion will begin at noon and will focus on "When Breast Cancer Strikes a Man — Race, Gender and the Caregiver-patient Relationship." All MGH care providers are invited. To register, call 724-6862.

MGH 2000 now available
The hospital magazine, *MGH 2000*, which includes the hospital's 1999 annual report, is now available. This issue focuses on MGH research and breakthroughs in areas such as tissue engineering, as well as providing culturally sensitive care to patients. Copies of *MGH 2000* may be picked up at the information desks on the main campus, at the health centers and at other locations throughout the hospital. For more information, call 726-2205.

MASSACHUSETTS GENERAL HOSPITAL

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Beth Baratz, assistant editor, at 724-5627;
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
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www.mgh.harvard.edu/pubaffairs

MGH Public Affairs Office
(617) 726-2206

Doherty shines in national television interview

Helen Doherty, RD, FMP, director of MGH Nutrition and Food Services, has gotten used to media attention. Since she won the 1999 Massachusetts Restaurateur of the Year award last spring, Doherty has received dozens of requests for interviews — the most recent being a profile piece for the "21st Century Lives" segment of ABC Nightly News. Doherty wasn't prepared, however, for the onslaught of calls and e-mails she received after the segment aired nationally July 7.

"The feedback has been unbelievable, and it is still coming," says Doherty. "I've been getting more than 25 e-mails or phone calls every day since the show aired."

The majority of phone calls have been from people who saw the show or who logged on to the Internet to participate in the chat room conversation where Doherty answered questions online.

"Many people who have left messages liked the segment and commented on how the piece changed their perceptions of what hospital food is like and the role registered dietitians have in preparing good food," says Doherty. She adds that most of the messages have come from families and caregivers asking for advice on food preparation for seriously ill patients who aren't getting the right kind of nutrition.

"I've been sending out information and sample packages of food supplements to people all over the country," says Doherty.

For more information about MGH Food and Nutrition Services, call Doherty at 726-2522.

Helen Doherty, RD, FMP

July 28, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Diabetes drug may help to treat AIDS-related syndrome

A pilot study using metformin, a drug used to treat type 2 diabetes, indicates that the medication may be useful in treating HIV lipodsytrophy, a disorder of fat metabolism that occurs in people with AIDS, particularly those taking combination antiretroviral treatment. The trial in a group of patients with HIV and lipodystrophy, conducted by MGH researchers, appears in the July 26 *Journal of the American Medical Association.*

HIV lipodystrophy is characterized by abnormal fat distribution on the body combined with metabolic changes such as insulin resistance and elevated levels of cholesterol and triglycerides. Patients with HIV lipodystrophy may be at increased risk for cardiovascular disease, and there currently is no treatment for the condition.

In this three-month, double-blinded study, the MGH team examined the effects of the insulin-sensitizing agent metformin on several metabolic and cardiovascular measurements. Among the patients taking metformin, insulin levels dropped by an average of 20 percent (elevated insulin levels are an indication of insulin resistance), while patients taking a placebo showed no significant changes. Those receiving the drug also showed significant reductions in weight, blood pressure and abdominal fat, and there were indications of possible benefits in blood sugar and lipid (triglyceride) levels.

Steven Grinspoon, MD, of the MGH Neuroendocrine Unit, the paper's senior author, says, "The results are promising, but longer-term studies with larger groups of patients are needed to better understand which patients might benefit from metformin, what the long-term cardiovascular benefits might be, and whether other measures — such as dietary change — would also be helpful." Grinspoon's co-authors are first author Colleen Hadigan, MD, and Colleen Corcoran, NP, of the MGH Neuroendocrine Unit; Nesli Basgoz, MD, and Benjamin Davis, MD, of the MGH Infectious Disease Unit; and Paul Sax, MD, of the BWH Division of Infectious Diseases.

Interpreting the challenges of ovarian cancer through art

John Magnan's new exhibit of sculptures has a special meaning for him. That's because they were inspired by his wife, Mary, and the struggles she went through while battling ovarian cancer. Magnan's exhibit — called *body image ~ body essence* — was previewed at the MGH July 17 prior to its exhibition at the Boston Museum of Science during the month of September, at St. John Boutique on Boylston Street, Sept. 14 to 17, and at the New Bedford Art Museum in February 2001. An opening reception at the Museum of Science to promote ovarian cancer awareness will be held Sept. 11, featuring speakers from the MGH.

Mary and John Magnan. Mary is wearing one of John's sculptures -- a wooden wig.

Mary Magnan was diagnosed with ovarian cancer in May 1999 and was treated at the MGH by Linda Duska, MD, and Michael Seiden, MD. Mary is doing well and currently in remission. It was shortly after her diagnosis that John Magnan set to work on the 15 sculptures that comprise his exhibit.

"As caregiver and husband of a woman diagnosed with ovarian cancer, I witnessed first-hand the fears, pains, tears and lifestyle compromises attendant to the disease, as well as the determination, courage and new friendships," says Magnan. "Months of observation and conversations with my wife and other women with this disease created an indelible emotional impression upon me. As an artist, I could not help but respond artistically."

According to Magnan, his sculptures reflect his interpretations of the conflict women go through with their body image and the essence of who they are. His sculptures express the range of emotions women often experience while undergoing treatment.

The public exhibition of *body image ~ body essence* — which is made possible with support of the MGH — is designed to raise awareness among women and medical professionals of the symptoms and occurrence of ovarian cancer.

The MGH preview was hosted by O.C.E.A.N. (Ovarian Cancer Education Awareness Network), a network of survivors and supporters based at the MGH.

For information about the exhibit, visit *www.bodyimage-bodyessence.com.* For more information about O.C.E.A.N., call (888) 206-5006. ●

What do you think?

The MGH Public Affairs Office wants to know what you think of *Hotline.* See enclosed survey for details.

Patient expresses gratitude

James J. Mongan, MD, president of the MGH, often receives thank you letters from grateful patients. Below is one such letter.

Dear Dr. Mongan:

We are writing to convey our heartfelt gratitude to the extraordinary staff of Massachusetts General Hospital, who have helped us through a medically complex and emotionally profound experience.

We live in Bar Harbor, Maine, and receive most of our health care locally. In December, it became clear that John's health was declining. By January, we were quite concerned. Dr. Paul Russell, who we know professionally, recommended that we confer with Dr. Nina Tolkoff-Rubin [of the MGH] and personally discussed our situation with her. Dr. Rubin cleared her calendar on extremely short notice, and we flew to Boston on an emergency basis. Dr. Rubin determined that John was in kidney failure and admitted him immediately. While attempting to stabilize John, she began to look for the root cause and enlisted the help of Dr. Raymond Chung to perform an endoscopy and biopsy. Unfortunately, the biopsy showed that John had gastric carcinoma. Dr. Ben Cosimi and Dr. [Steven] Abbate attempted surgery, which could not proceed because the tumor had metastasized. Dr. Jeffrey Clark has outlined our options in a very clear and compassionate way and is helping us through chemotherapy now. Linda Bonnell, MSW, has spent many late hours helping our family find our emotional bearings during this turbulent time. Through it all, Dr. Rubin provided us with medical oversight, seven days a week for two weeks. She is a beacon for us — a steady, reliable and strong light that guides us through darkness.

The entire nursing staff on Ellison 14 was wonderful, and two nurses stand out in particular: Eileen Comeau, RN, and Carolyn Jones, RN. Eileen and Carolyn took exceptional care of John's physical needs and the emotional needs of the entire family. Both consistently went well beyond the requirements of their job. Eileen made a special trip down to the surgery waiting area to comfort us when we learned that John's surgery was not successful. Carolyn made a point of organizing John's nightly blood draws and medication in a way that allowed him maximum rest, which he badly needed. Both got to know us well and helped provide the physical and spiritual strength to get John back home. In addition, Carolyn sent flowers to welcome us after our long trip home to Bar Harbor.

We have been impressed with the compassion, commitment and professional excellence that each of the members of this team has shown. The coordination between each was evident. The long hours that they work never detracted from our care, but ensured that we got the care and information we needed when we needed it. The entire experience was exceptional, and the care we have received is invaluable.

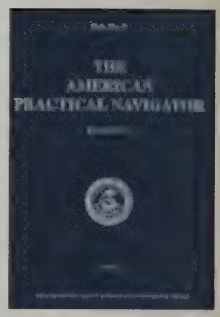
We know that a difficult road lies ahead, but we know that the MGH team is on our side and will be there when we need them. They have become more than medical practitioners — they are our friends. And we know that our well-being is as important to them as it is to us. That is rare and precious, and we owe all at the MGH an enormous debt of gratitude.

Thank you all.

Sincerely,
John Speh and Tish Tanski

The Bowditch family an

What does a tall ship, a navigational guide and the MGH have in common? All are connected to the Bowditch family of Salem, Mass.



The MGH tie to the Bowditch family began in 1823 when Nathaniel Bowditch (1773-1838), worked closely with the hospital during its early years, raising funds from the sale of insurance policies. He was a self-taught scholar, Harvard corporation member and renowned navigator who wrote *The New Practical American Navigator,* a 19th century maritime guide still used today. Two of his six sons — Nathaniel Ingersoll Bowditch (1805-1861) and Henry Ingersoll Bowditch (1808-1892) — also served the MGH in various capacities.

Nominations for the Nathaniel Bowditch Prize

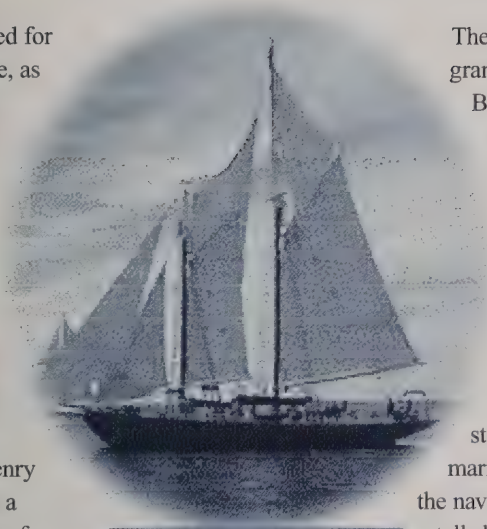
Nominations are now being accepted for the inaugural Nathaniel Bowditch Prize to be awarded each year by the MGH Board of Trustees. The $5,000 prize will be given to a person — clinician or nonclinician — who has made a significant contribution to improving quality of care at the hospital while reducing the cost of such care.

The award was established recently by Charles and Nancy Munger through the Alfred C. Munger Foundation to honor Nathaniel Bowditch (1773-1838), a pioneer in celestial navigation and an early supporter of the MGH *(see story above).*

Nomination forms are available in the Main Lobby, the Blum Patient and Family Learning Center, the Bigelow 10 nursing office and the Massachusetts General Physicians Organization office on Bulfinch 2. All nominations should be submitted by Sept. 30 to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information about the prize, call Suzanne Williams at 726-8254. ●

... the MGH

younger Nathaniel served for several years as a trustee, as both chairman and vice president of the MGH Corporation, and wrote the first volume of the MGH's history, which he published at his own expense. His brother, Henry, was a house officer at the MGH in 1832, serving under MGH co-founder James Jackson, MD. Henry Bowditch, MD, became a pioneer in the treatment of diseases of the chest and is credited with introducing an operation to relieve pressure in the pleural cavity, which is the area surrounding the heart.



The Nathaniel Bowditch

The senior Nathaniel's grandson, Henry Pickering Bowditch, MD, (1840-1911), also became a physician and studied cardiac physiology in Germany. After returning to America, he became first a professor and then dean at Harvard Medical School.

The Bowditch name is still a prominent one in maritime circles. In addition to the navigational guide, a 108-foot tall ship carries the Bowditch name. The Nathaniel Bowditch *(pictured)*, named for the famous navigator, is based in Maine and recently visited Boston as part of the Sail Boston 2000 celebration. ●

Driving spine tumors away

The organizers of the third annual Brian D. Silber Memorial Golf Tournament pose for a picture *(below)* at the reception dinner and auction at the Hilltop Steakhouse in Saugus, following the tournament. The event, which raised more than $90,000 for spine tumor research at the Brian D. Silber Spine Tumor Clinic at the MGH, was held July 19 at the Colonial Country Club in Lynnfield. The tournament is held in memory of Brian Silber, who died of a rare spine tumor at the age of 28.

New president of Dana-Farber

Edward Benz, MD, recently was named as new president of the Dana-Farber Cancer Institute and chief executive of Dana-Farber Partners CancerCare, succeeding David G. Nathan, MD, who is retiring. Benz will begin at Dana-Farber this fall.

He is currently the Sir William Osler Professor of Medicine and chair of the Department of Medicine at Johns Hopkins University School of Medicine. He is the president of the American Society of Hematology and is past president of the American Society of Clinical Investigation.

"Finding Dr. Benz is like finding an old friend," says Gary Countryman, chairman of the Dana-Farber Board of Trustees. "He is well known and well liked by many members of our own faculty, the faculties of the MGH, BWH and Children's Hospital, and by faculty members at Harvard Medical School. An excellent clinician, teacher and investigator, he will lead all of our programs with distinction and will see to it that our vital interactions with our colleagues at Harvard Medical School, its affiliated hospitals and the Harvard School of Public Health will be fostered."

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MGH HOTLINE

WHAT'S HAPPENING

Photography contest
The MGH Photography Department is sponsoring its third annual photography contest. Entries should be delivered with a completed entry form or sent by in-house mail to the Photography Department by Aug. 25. Forms are available in the Security Office, Clinics 44, at the CNY Building 149 security desk or the Photography Department in the Bulfinch basement. This is an amateur competition open to all Partners and MGH employees. Contestants may submit up to two photos for judging. For more information, call 726-2237.

Immunobiology laboratory
The MGH Immunobiology Laboratory offers new flow cytometry core services to accommodate research projects, including two- and three-color analysis. Services will be provided hourly and on a first-come, first-serve basis. A new web site at *www.mgh.harvard.edu/depts/immuno/index.html* is being created for MGHers to obtain a list of the new services. For more information, call Paul Alfaro at 724-9510.

IN GENERAL

Shahin Tabatabaei, MD, of MGH Urology, recently received the Pfizer's Scholarship in Urology Award. This award is given for outstanding clinical excellence by Pfizer Pharmaceuticals.

Mia MacCollin, MD, of MGH Neurology, recently was honored as the teacher of the year for the MGH Pediatric Neurology residency program. MacCollin is the director of the Neurofibromatosis Clinic at the MGH.

Kaveh Ashrafi, PhD, and **Shahrooz Rabizadeh, PhD,** both of MGH Molecular Biology, recently were awarded Runyon-Winchell postdoctoral fellowships, sponsored by the Cancer Research Fund of the Damon Runyon-Walter Winchell Foundation. The fellowship is awarded to outstanding young scientists conducting theoretical and experimental research that is relevant to the study of cancer and the search for cancer causes, mechanisms, therapies and prevention. The fellowships are for three years in the laboratories of the fellows' sponsors.

MASSACHUSETTS GENERAL HOSPITAL

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MGH Public Affairs Office
(617) 726-2206

JCAHO training sessions

In preparation for the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) visit to take place this fall, mandatory training sessions will be offered for infection control and fire safety. The infection control drop-in sessions will be held Aug. 4, from 9 to 9:30 am and Aug. 10, 1:30 to 2 pm. The fire safety sessions will be held Aug. 4, 9:30 to 10 am and Aug. 10, 2 to 2:30 pm. All sessions will take place at the Training Department, 185 Charles River Plaza, classroom 105. The JCAHO requires fire safety training for all employees and infection control training for all employees working in patient care areas. The Safety Office also offers monthly fire safety sessions at both the MGH main campus and CNY. For more information, call 726-2425.

MGHers walk for AIDS

Approximately 100 members of Partners HealthCare System and the MGH participated in the AIDS Walk Boston June 4. Partners received Gold Status, which means the team was among the top 20 teams for fundraising. In total, the Partners team raised $9,722. The MGH alone raised more than $8,000. For more information about the AIDS Walk or AIDS research at the MGH, call Patricia DeLapp at 724-8332.

MGH HOTLINE SURVEY

In an effort to better serve the MGH community, the MGH Public Affairs Office has prepared this survey to obtain vital information about the habits and desires of *MGH Hotline* readers. Please answer the following questions to help us learn more about what MGHers want to read.

To receive a surprise gift, return your completed survey to the *Hotline* information table in the Main Corridor, Aug. 1 and 2. Surveys also may be submitted through in-house mail to: Beth Baratz, Public Affairs Office, Charles River Plaza, Suite 600 or faxed to 726-7475.

1. How do you feel about the following sentence?

   Hotline is an informative employee newsletter. (circle one)

   Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**

2. How often do you read *Hotline?*

   Every week **Two or three times a month** **Once a month** **Rarely** **Never**

3. Do you

   Read all of *Hotline?* **Read some of it?** **Skim it?**

4. When you skip reading an issue of *Hotline,* it is because *(check all that apply)*

   - ❑ **I am too busy at work.**
   - ❑ **Nothing exciting caught my eye in that particular issue.**
   - ❑ **The features in that issue did not pertain to my department.**
   - ❑ **I couldn't find a copy to read.**
   - ❑ **Other** _____

5. If you were going to change one or two things about *Hotline,* what would it/they be?

   _____

   _____

   _____

6. Which *Hotline* topics do you find the most interesting or helpful? *(check all topics or subjects that apply)*

   - ❑ **Patients**
   - ❑ **Employees**
   - ❑ **New medical procedures and drugs**
   - ❑ **Medical findings (for example, the cause of a disease)**
   - ❑ **Partners HealthCare System (for example, stories about new hospitals joining the network)**
   - ❑ **Health care from around the country and the world**
   - ❑ **MGH policies, procedures and initiatives (such as the FYI column)**
   - ❑ **Upcoming events**
   - ❑ **Awards and recognition**
   - ❑ **Photos**
   - ❑ **Other** _____

7. If you had exciting information that you thought other MGHers should know, would you know how to send it to *Hotline?*

   Yes **No**

8. Did you know that *Hotline* is published on the MGH web site every Friday afternoon? (See "MGH News and Publications" at *www.mgh.harvard.edu/depts/pubaffairs)*

   Yes **No**

9. Do you find that the articles are:

   Too long **Too short** **A good length**

10. How do you receive your copy of *Hotline?*

    - ❑ **At a *Hotline* bin in my building**
    - ❑ **At the White Desk in the Main Lobby**
    - ❑ **Another information desk**
    - ❑ **My supervisor/co-worker brings it to our office**
    - ❑ **On the web**
    - ❑ **Through in-house mail to my office**
    - ❑ **Other *(please explain)***

      _____

    - ❑ **I do not receive *Hotline***

11. Do you read any of the following MGH or Partners publications? *(circle all that apply)*

    - ❑ ***Caring Headlines***
    - ❑ ***Fruit Street Physician***
    - ❑ ***MGH Magazine***
    - ❑ **Other(s)** _____

12. Which of the following best describes your role at the MGH?

    - ❑ **Physician**
    - ❑ **Nurse**
    - ❑ **Technician**
    - ❑ **Physician's Assistant**
    - ❑ **Allied health professional**
    - ❑ **Social Worker/counselor**
    - ❑ **Administration**
    - ❑ **Support Services**
    - ❑ **Volunteer**
    - ❑ **Patient**
    - ❑ **Other** _____

13. How long have you worked at the MGH?

    - ❑ **I am a visitor/patient**
    - ❑ **4 to 10 years**
    - ❑ **Less than one year**
    - ❑ **11 to 20 years**
    - ❑ **1 to 3 years**
    - ❑ **more than 20 years**

14. Where is your work location? *(if applicable)*

    _____

August 7, 2000

MGH HOTLINE

SPECIAL EDITION

Teaching future medical leaders — continuing the MGH legacy

Medical education has long been a cornerstone of the MGH mission — educating future leaders in the health care professions while providing the highest quality patient care and advancing breakthrough research. While the hospital is known internationally for teaching the best and brightest medical students and residents, the MGH also prides itself on teaching all health care professionals — from nurses and administrators to dietitians and support service personnel. Every day, in all corners of the MGH, "teaching moments" take place as one person shares knowledge with another. Highlighting some of the hospital's teaching programs, this special issue of *Hotline* is dedicated to the MGH's commitment to teaching all who are willing to learn and to those individuals devoted to furthering the MGH legacy of providing the finest education to the next generation.

Above: John Herman, MD, of MGH Psychiatry, leads an orientation session for new MGH residents and fellows.

Doctors teaching doctors: A day in the life of a resident

It's 6 am, and while the streets of Boston are just coming to life, Cynthia Cooper, MD, has already started her day. In the semi-darkened nursing station of White 9, she checks to see who was admitted overnight.

"I can't imagine we only got one admission last night," she says, looking skeptically at the notes left by the first-year resident on the night shift. "That's highly unlikely."

She pages the on-call resident. He is with a patient and has had very little sleep. It turns out there were four admissions overnight. Cooper quickly writes medical notes because by 7 am, Bigelow Team A — three first-year residents (or interns), three medical students and a pharmacy intern — will gather to start morning rounds on the medical floors under the guidance of Cooper, their team leader. They will see 10 to 25 patients in three hours, checking vital signs, talking to patients and recommending treatment. This is part of the process of becoming a doctor. The residents have spent four years poring over textbooks, listening to lectures, absorbing and memorizing terms, learning to speak the language of medicine. Now they are physicians, in their first few weeks of residency.

Cooper, as a second-year, or junior, resident, is an important teacher for the team. After examining a patient, she asks the

(Continued on Page 2)

— Doctors teaching doctors: A day in the life of a resident

(Continued from Page 1)

interns to recommend treatment. She prompts them, corrects them, chastises them, praises them. "You have to keep your eye on the ball," Cooper explains. "The older you get and the more experienced you are, the more you're able to filter through to the problem at hand. That's what the junior does for the intern and the attending physician does for the junior."

Cooper, right, leads morning rounds.

Such is the continuous pyramid of teaching that is the backbone of the MGH. It dates back to the very origins of the hospital, when it was founded to provide training for new graduates of Harvard Medical School. At the time, there was no general hospital in New England. Doctors made house calls to those who could afford it, and young physicians were thrown into practice with virtually no real-life experience.

Today, the MGH still is a training ground for Harvard students, and accepts applicants from medical schools all over the world into 20 residency programs and approximately 80 fellowship programs. Currently, there are about 1,050 residents and clinical fellows. The MGH's residency program is one of the most competitive — 4,000 people inquire each year about training in Internal Medicine alone, while only 40 to 50 are accepted.

The length of residency depends on the specialty. For internal medicine, it's three

Teaching the best of the best — a profile of a beloved teacher

Framed photographs adorn the office of Charles McCabe, MD, associate chief of Emergency Medicine at the MGH. Many of them are of his wife and daughter, but most are of his students, past and present — proud mementos of more than 25 years of training future physicians.

"Teaching is very rewarding," says McCabe. "I get a great deal of fulfillment in guiding someone through this profession and watching this person learn and grow."

McCabe is a surgeon by training but chose the path of emergency medicine after being diagnosed with multiple sclerosis. He essentially has been teaching at the MGH since he began his residency in general surgery in 1974. Now an associate professor in Surgery for Harvard Medical School (HMS), he focuses his energy on teaching the surgical residents who rotate into the Emergency Department as well as third-year medical students from HMS.

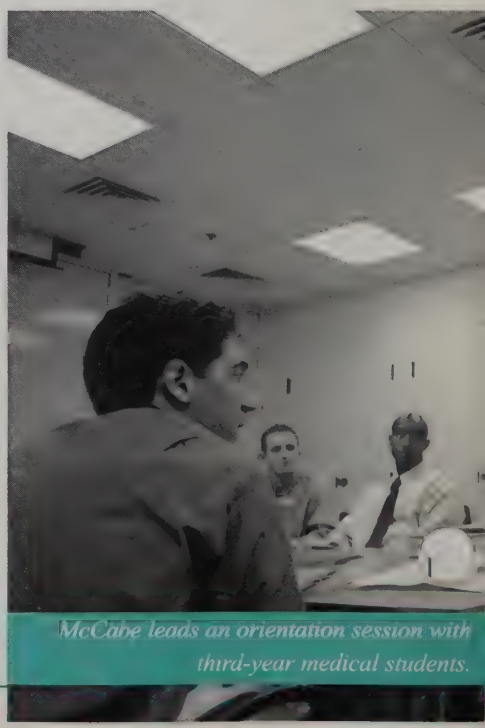
Working in the Emergency Department is probably one of the most eye-opening experiences residents will encounter, he says. Being on the front lines, they observe the worst of what society has to offer the medical establishment: victims of stabbings and gunfire, children brutally abused by adults, spouses beaten and psychologically wounded.

"It's not what mom and dad would want their kids learning about and seeing," says McCabe. "As a teacher, I have to be sensitive to that. I remember one student who lost a patient during a cardiac arrest. I could tell she was upset, so I took her aside to talk to her. You don't learn those kinds of things in text books."

With a gentle but firm hand and armed with a sense of humor, McCabe not only helps students learn the basics of surgery and emergency medicine, he also helps them strengthen their confidence, recognize opportunities to educate themselves and find their inner ambitions to continue their rigorous training.

"I try to create an environment that is friendly and fosters learning," says McCabe. "I believe it is much easier to learn if you can take the pressure off the learning environment. They will be putting enough pressure on themselves to do their best."

When asked whether his students ever teach the teacher, McCabe replies: "I've



McCabe leads an orientation session with third-year medical students.

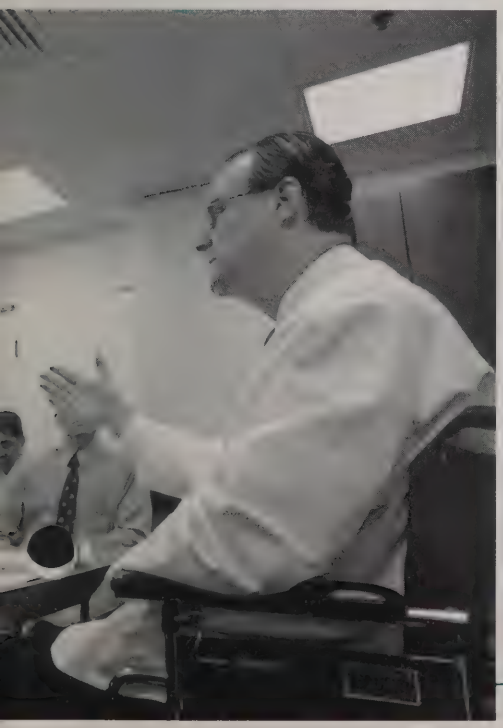
s. For radiology, four years. For general surgery, five years, with additional training in subspecialties. For child psychiatry, one or two years in internal medicine or pediatrics, then four years in adult psychiatry and another two years in child psychiatry.

Georgi Bland, manager of MGH Graduate Medical Education, compares residency to a boot camp.

"They work incredibly long hours for little pay, and without them, the star faculty couldn't do what they do. The faculty here are as productive as they are because the residents do the basics for them and support their activities in ways the public may not even recognize," Bland says.

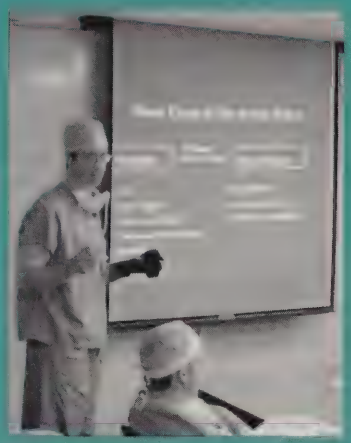
The residents care for nearly all of the hospital's inpatients. They are constantly supervised by more experienced physicians, who scrutinize every decision they make. Residents are given more and more independence as they advance through their training programs.

learned a lot from my students. Mostly I've learned to be kind and understanding. They are not in a normal environment, so I need to be sympathetic to what they are going through."



First-year medical students see surgery first-hand

Cardiac surgery is performed all the time at the MGH and at hospitals across the country. Every winter, special guests come to the MGH to observe first-hand how cardiac surgical patients are cared for by a team of anesthesiologists, nurses and surgeons. These guests are first-year medical students at Harvard Medical School (HMS), and they come as part of a cardiac anesthesia rotation included in the HMS physiology course.



Scott Streckenbach, MD, gives a lecture.

Lisa Swartz came to the MGH this January to observe a triple bypass surgery. "The visit to the operating room was one of the highlights of my first year," she says. "The entire staff was wonderful and allowed the medical students to really get a close view of all aspects of the surgery. Everyone was helpful and patient. They spent time explaining the surgery and anesthesia process to us."

Until recently, the HMS physiology course focused on animal studies to teach students the basics of physiology — in fact, the course was called Mammalian Physiology. In the 1990s, the course was changed to Human Physiology and focused more on teaching students the basics of physiology using human medical exams and procedures. At that time, Bruce Zetter, PhD, director of the HMS Physiology course and a researcher at Children's Hospital, solicited the help of Michael D'Ambra, MD, director of MGH Cardiac Anesthesia, to help strengthen the students' physiology education by giving them a solid hospital experience.

With that in mind, D'Ambra and Scott Streckenbach, MD, head of the MGH Cardiac Anesthesia Education program, created the cardiac anesthesia rotation. The rotation starts with a lecture given by Streckenbach to approximately 160 students. The students then visit the operating rooms of the MGH, BWH or Beth Israel Deaconess Medical Center in groups of two or three for a one-day visit during January and February. According to D'Ambra, because the cardiac operating room is a good model for applied physiology with sophisticated monitors and imaging devices attached to the patient, it is an ideal place to build upon the students' knowledge of human physiology.

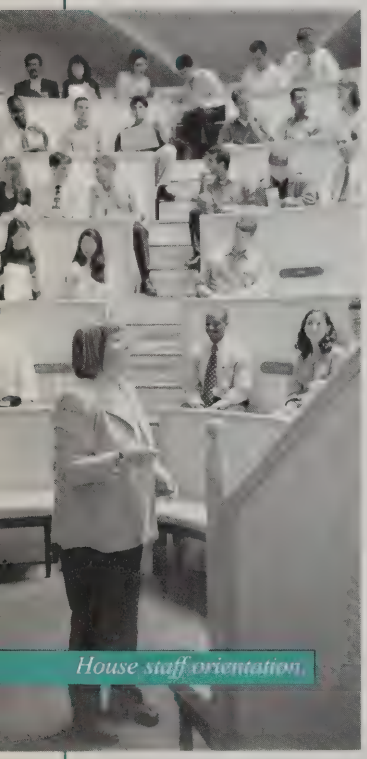
According to Zetter, the rotation has been getting high praise from the medical students since it started in 1996. "Medical students normally wouldn't get to experience a hospital setting until their third year, so there is nothing more exciting to a first-year student than stepping into an operating room to see first-hand what is being learned in class."

Streckenbach credits the success of the David Torchiana, MD, chief of Cardiac Surgery; Thomas Mangiliveras, MD; Jaren Madsen, MD; Gus Vlahakes, MD; and Alan Hilgenberg, MD — and their willingness to interact with the students. "I'm really proud of the fact that everyone participates in this learning opportunity for the students," he says. "It is a major team effort that requires everyone's help."

D'Ambra praises Streckenbach for helping the rotation run as smoothly as it has. According to D'Ambra, the work Streckenbach does with the first-year students is additional to his teaching duties with the cardiac anesthesia residents and fellows. "Scott has single-handedly made this happen," he says. "It is because of Scott that more than half of the students come to the MGH for the rotation. He has done a fantastic job of orchestrating the program. The dedication of professionals like Scott is a major reason that the MGH has its reputation as a world-class teaching institution."

Medical careers in the making — providing support for new house staff

Starting any new job can be both exciting and anxiety-filled, but for new residents and fellows at the MGH, the experience can be overwhelming. Not only are they starting new jobs, but for most this is their first experience as a medical doctor. This will be their first time directly caring for patients under close supervision; their first time working long shifts on the clinical "front lines;" and for many it is their first time working in the oldest and largest teaching hospital of Harvard Medical School.



House staff orientation.

During July, more than 200 interns, residents and fellows participated in the orientation process at the MGH, spending a full day learning about hospital policies, departments and resources before going to their individual departments for even more training.

Through all the chaos associated with orientation, these employees learn about a resource they will come to rely on during their entire training at the MGH — the Graduate Medical Education (GME) office.

Led by Debra Weinstein, MD, Partners director of GME, and coordinated by Georgi Bland, the GME office works with program directors and coordinators from various departments to provide support to residents and fellows.

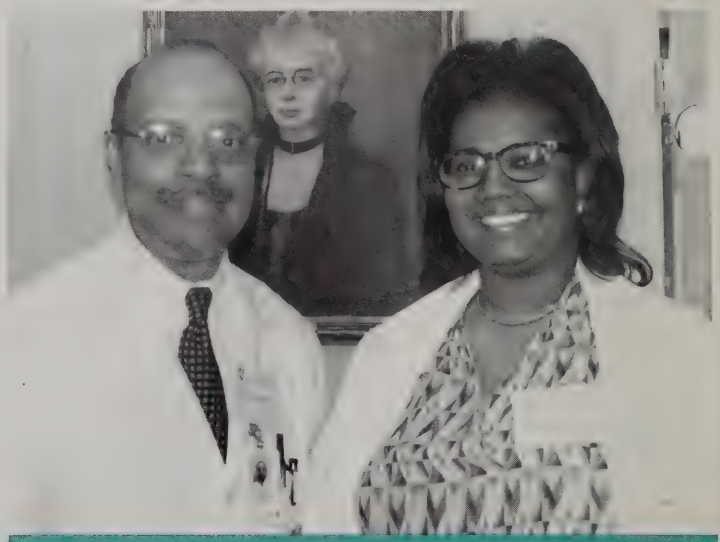
"The MGH offers a vast array of residency and fellowship programs that face a variety of common challenges," says Weinstein. "The GME office helps program leadership and individual trainees navigate problems they may face. And above all, we advocate for the MGH's educational mission."

Among the support programs the GME office provides is an annual Partners House Staff Core Curriculum Retreat. This half-day, off-campus event is for interns and first-year specialty residents. It includes training on topics common to all residents — such as medical ethics, medical-legal issues and effective communication with patients — subjects not always found in textbooks. Periodic lectures about topics such as human resource issues and financial planning compliment the core curriculum. Last October, the GME office helped initiate the new Partners Society of Fellows by collaborating with colleagues at BWH on a half-day retreat for fellows.

The GME office also supports the program directors and coordinators who administer the teaching programs. Because their roles are becoming more complex, the GME office provides support through workshops about topics such as maintaining accreditation, supporting residents with personal or professional difficulties, recruitment and mentoring.

The GME office works to maximize communication between hospital leadership and the trainees. "It is important for residents and fellows to have a voice beyond the boundaries of their programs," says Weinstein. "They spend an enormous amount of time in the hospital and have a great vantage point to provide key observations and suggestions." Periodic town meetings hosted by the GME office offer residents and fellows an opportunity to ask questions and make suggestions to hospital leaders. In addition, residents and fellows are appointed to a variety of hospital committees, most notably the Executive Committee on Teaching and Education, chaired by Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service.

Weinstein also represents Partners nationally as a member of the Association of American Medical Colleges' Group on Resident Affairs, which she chaired last year. She is a member of several national task forces that are focusing on issues such as re-engineering GME in clinical settings; reassessing the number of residents being trained and clarifying commitments between house staff and teaching hospitals. She also serves as the hospital's liaison to the Accreditation Council for Graduate Medical Education, a national organization that reviews and accredits many specialty and subspecialty teaching programs.



Warm welcome for new minority house staff

Each summer, James J. Mongan, MD, president of the MGH, hosts a reception to welcome incoming minority house staff. The event is a part of the hospital's commitment to support new physicians of color who begin their careers at the MGH. The MGH Multicultural Affairs Office (MAO) provides support for minority physicians at the hospital, while improving recruiting efforts and developing comprehensive programs ranging from secondary school outreach to post-residency faculty development. For more information about MAO programs, call 724-3831.

Above, Winfred Williams, MD, director of the MAO greets Erica Marsh, who is in her final year at Harvard Medical School.

Patient Care Services — Continuing education and professional development

When Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, took her position in October 1996, she set out to learn as much as she could about the professional needs of clinicians in Patient Care Services (PCS). It became clear to her that professional development was a high priority. This need for further education sparked the creation of the Center for Clinical and Professional Development for PCS. The center focuses on orientation, training and continuing education, research and evaluation, health policy and professional development for all staff in PCS.

Under the direction of Marianne Ditomassi, RN, MSN, MBA, and staffed by a team of professional development coordinators, clinical education and training coordinators, the center offers a vast range of education opportunities and programs for clinicians throughout PCS. The new graduate nursing program and culturally competent care training are two examples of the programming created to help perpetuate the hospital's commitment to teaching health care professionals.

In 1998, Erickson developed a program to help new graduate nurses adapt to the MGH environment. More than 65 new graduate nurses have enrolled in the Mentor/ New Graduate Nurse Development Program, organized by Carol Comooso-Markus, RN, professional development coordinator for PCS. Every new nurse hired by the MGH with less than six months experience goes through the program.

The program's goals are to help educate nurses about how to develop therapeutic, caring relationships with patients and families; recognize diverse human values, cultures and spiritual needs; prioritize care for patients through clinical experience; and develop effective relationships with other caregivers. The six-month program combines mentoring and lecturing sessions, as well as journal writing and learning how to write a clinical narrative.

The first six weeks of the program are devoted to orienting nurses to the hospital. During these first weeks, the new graduate nurse will pick a mentor who may be a fellow nurse on the unit or someone else he or she looks up to and respects. Together, they attend lectures and care for patients.

Mary Ellin Smith, RN, professional development coordinator, believes that journal and clinical narrative writing are the most vital parts of the program, "The journal and the narrative are records of growth for the nurse," she says. "He or she can look back and say, 'Wow, I can't believe I used to think that' or 'I can't believe I went through that.' It shows how far the nurse has come."

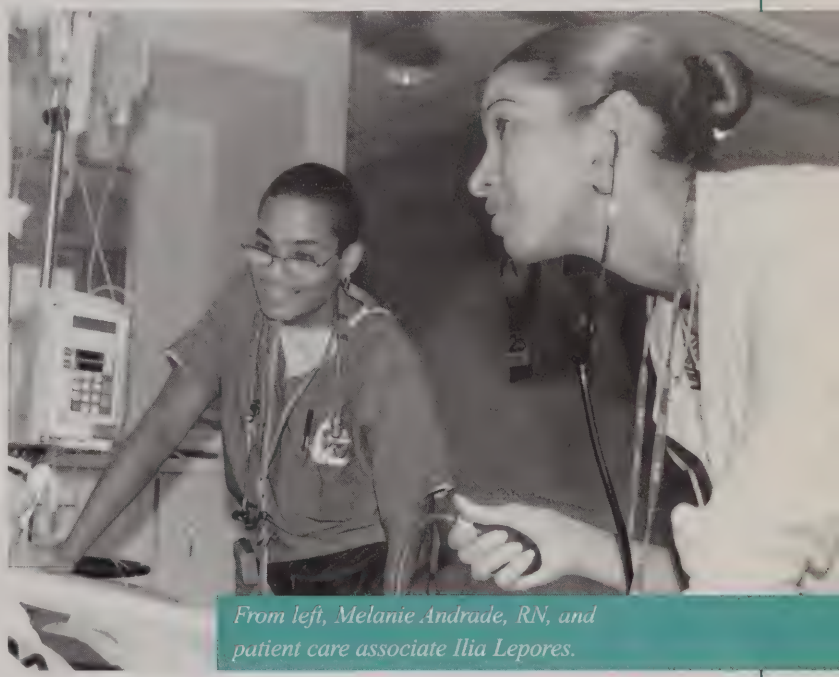
Along with orienting new graduate nurses to the hospital, PCS also developed a program to teach staff about providing care that is culturally sensitive to patients. The MGH treats thousands of patients each year, and each one has individual cultural influences: religion, ethnicity, race, sexual orientation, socioeconomic status, language, gender, personality and style. They all, however, have something in common: They want quality care.

Over the past year, the center sent Brian French, RN, MS; Donna Jenkins, RN, MS, CS; Lin-Ti Chang, RN, BSN; Leanne Espindle, RN, MSN; Ruth Bryan, RN, MSN, CCRN; Beth Nagle, RN, MSN, CA, ANP; Taryn Pittman, RN, MSN; and Eileen DeGrann, RN, MBA, MPH; to attend the Cross Cultural Health Care Program in Seattle, to become certified to teach clinicians about culturally competent health care. The attendees of the Seattle program then came back to the MGH to apply what they had learned. The program helped teach the attendees how to provide and teach culturally competent care.

The MGH Culturally Competent Care Training Program is an eight-hour session designed to raise awareness about how caregivers can be more culturally sensitive to their patients. Examples of such care are how caregivers can incorporate cherished home remedies into the asthma treatment of a Mexican patient or how caregivers can work with an interpreter to explain to a child and family member what an EEG test is.

It is important for caregivers to understand the potential cultural barriers when caring for patients. For example, Imam Talal Eid, the Muslim chaplain at the MGH, worked with a clinical team to resolve a delicate matter involving a female Muslim patient who was uncomfortable receiving care from a male clinician. Issues like this arise every day at the MGH, and caregivers can improve the way they meet patient care needs by increasing their awareness of cultural issues and incorporating this information into the plan of care.

"The culturally competent care curriculum is important to broaden our understanding of what constitutes effective and meaningful health care," says Deborah Washington, RN, MSN, director of the PCS Diversity Program. "Historically, the understanding has been grounded in one perspective. As the meaning of health care has become more holistic, that understanding is maturing into something less narrow and unaccommodating. Culturally competent care, as an educational tool, has made patient care even more dynamic and focused on the individual." ●



From left, Melanie Andrade, RN, and patient care associate Ilia Lepores.

Training top administrators — the MGH Administrative Fellowship

The MGH's medical staff went through vigorous training and rotations among medical departments to learn the profession before they became full-time doctors. Many of the hospital's — and the country's — top administrative leaders learned their role in a similar manner, through the MGH Administrative Fellowship Program.

Established in 1973, the MGH Administrative Fellowship Program is one of the most prestigious and comprehensive administrative health care training opportunites in the United States. The fellowship program features the opportunity to spend two years in several areas of the hospital and the Partners system, including a rotation in a clinical patient care setting and ambulatory care operations.

From left, Heidi Model, Jennifer Jackson and Matthew Girotto, this year's administrative fellow

Fellows are recent recipients of masters' degrees in any one of several fields, such as masters in health administration, public health and business administration.

"Each year, the MGH receives nearly 120 applications from graduating students and accepts between one and three fellows," says Maryanne Spicer, director of MGH Corporate Compliance. "Fellows participate in a structured rotation-based program carried out over a two-year period. During each rotation, the fellow is guided by a preceptor, who assigns projects and routine work experiences, and works with the fellow to enhance and develop leadership skills." Spicer, along with Jeff Davis, senior vice president for Human Resources, are program directors of the fellowship and provide continuous support and guidance to fellows during their time in the program.

"What's great about the MGH fellowship, compared with other hospital-based administrative fellowships, is that the fellow takes on project work that matches his or her own interests and has two years to really delve into this complex organization," says Greg Pauly, director of MGPO Primary Care Practices and director of Ambulatory Care Development. Pauly, who was an MGH administrative fellow from 1990 to 1992, attributes much of what he learned about management from his time in the program.

"People at the MGH are very bright and creative, but their management style shows that they care about the people who work here," he says. "This very 'human' treatment and method of management is what I tried to take with me to my current position, and that's what made me want to stay here when I finished the program."

Sally Mason, vice president of MGH Finance, who was an administrative fellow from 1993 to 1995, agrees that her two-year term as a fellow was helpful in guiding her current career at the MGH. "What drew me to this program was that it provided a structured rotation of the hospital's key areas, yet there was a lot of flexibility within those rotations as to what work was done," says Mason. "I feel that I have a solid foundation of knowledge about how other departments function, and that helps me in understanding what it takes for others to get their jobs done. This ultimately helps me make financial decisions about those departments."

When Kim Clarke, project manager for the Practice Support Unit, began her rotation as an MGH administrative fellow in 1995, the Partners system was just beginning to flourish. "I thought, 'Wow, what a great place to be,'" she says. "Here was a chance to become part of something so big, with two highly reputable hospitals anchoring the system. After my two

The Institute, where world-class education meets real-world health care

In 1811, the MGH was chartered as a teaching hospital with a commitment to patient care, education and research. The MGH established its School of Nursing in 1873 and carried the concept of education in a clinical setting with several programs well into the 1980s. The last class of the School of Nursing enrolled in 1979 and graduated in 1981.

This legacy continues with the founding of the MGH Institute of Health Professions in 1977. With the beginning of the Institute, two important educational concepts converged: the MGH's concept of becoming an advanced educational institution for the health care professions, and the demand for master clinicians, with an education that is formed by theory and practice with an interdisciplinary approach to research and health care.

The Institute is a fully accredited, interdisciplinary graduate school that prepares health care specialists to become leaders in nursing, physical therapy, speech-language pathology and clinical investigation. The Institute grants master's degrees, awards certificates of advanced study and offers continuing professional education to practicing professionals as well as baccalaureate-educated individuals entering the health professions from another field. Nearly 500 students are taught by a faculty of 74, more than half of whom are practicing clinicians.

In addition to the MGH, the Institute has clinical affiliations with more than 600 health care sites. Many Institute faculty members also are on staff at the MGH, and the MGH and other Partners affiliates employ many Institute graduates. Many MGH clinicians serve the Institute as student advisers. The MGH and Partners employees may take Institute courses at a special discount rate.

The Institute currently is undertaking several new programs to help advance the education of health care professionals. Over the next three years, the Institute will transform the

...rs, I felt that staying in this dynamic health ...environment would help me to continue to learn."

Another draw of the MGH Administrative Fellowship Program is that it helps fellows discover what their areas of interest really are. "I had no idea what I wanted to do when I got out of graduate school," says Sandra Dodge, who finished the fellowship program this past spring and recently assumed her new permanent role at the MGH as administrative director of Pediatric Surgery. "The fellowship program helped me get my feet wet in a lot of different areas. I was exposed to so much that when I began my new role, I was able to hit the ground running. It's wonderful to have learned so much and to have met so many people that now I can't walk down the halls of the MGH without seeing somebody that I know."

This year, the MGH accepted three new fellows to the program: Matthew Girotto, Jennifer Jackson and Heidi Model. Although only in their second month at the MGH, each has felt that MGHers have been friendly and helpful in getting acquainted with the large ...ution. "I am so amazed with how committed to the hospital and to each other everyone is," says Model.

Jackson adds: "I'm excited about the rotation process because it will help me decide exactly which direction in health care I eventually want to go."

For more information about the MGH Administrative Fellowship Program, call Spicer at 726-5109. ●

majority of its post-professional courses to an online format, reaching a national and international market of adult learners who seek professional education without interrupting their work. This fall, clinical investigation courses will be offered both online and on site.

To address the need to upgrade the quality and availability of health care in developing nations, the Institute has established the Center for International Health Care Education to promote and provide advanced practice education and consultation clinicians around the world. ...or more information about course offerings or for enrollment information, call 726-3140 or visit *www.mghihp.edu.* ●

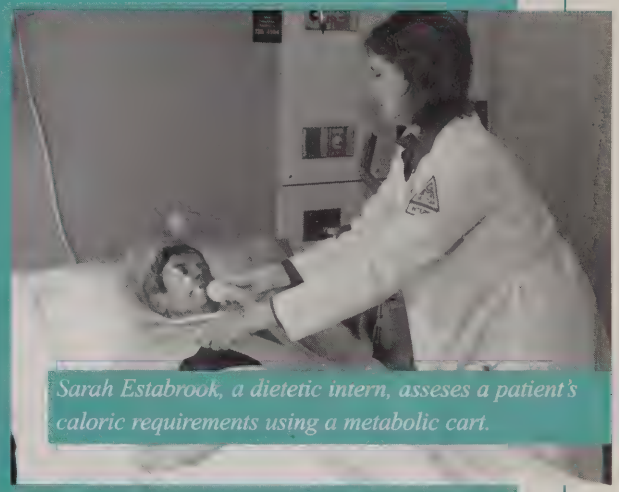
MGH Dietetic internship — one of the oldest in the country

Linda Cashman is asking an elderly woman with colon cancer what she ate on a typical day before entering the hospital. She is trying to get an idea of the woman's usual diet.

Cashman needs to understand her patient's diet because this woman has just been through colon surgery at the MGH, and her eating patterns should now change. For several days, she will be restricted to clear liquids, followed by foods that differ from her typical fare. Then gradually, Cashman tells her, she will need to eat four or five small meals a day, drink plenty of liquids and then add fiber back into her diet.

"It was very rewarding to work with this patient because she was so happy that I took so much care and interest in her," Cashman explains. "She felt the information I was providing would be in her best interest. When I'm counseling anyone, deep down I'm concerned for the patient, and I like to see the patient get better."

Cashman is learning these skills under the guidance of registered dietitians and Food Service managers, as part of the MGH's 12-month dietetic internship. The internship, which started in 1909, is one of the oldest in the United States and has become one of the most competitive in the field of dietetics. Interns must have a bachelor's degree from an accredited dietetics program and a strong science base. Out of 80 to 100 applicants each year, only a dozen are selected.



Sarah Estabrook, a dietetic intern, asseses a patient's caloric requirements using a metabolic cart.

Much has changed since the hospital's early days when patients were offered tea, coffee or chocolate along with a slice of bread for breakfast, and beef, broth and beer for dinner. So has the dietetic internship changed to reflect the modern science of nutrition. These days, the internship's emphasis is on medical nutrition therapy, managerial skills, community nutrition and entrepreneurship. Last year, writing a business plan was added to the curriculum.

"The standard of food and dietetic practice here is outstanding, far superior to many places," says Kathleen Creedon, MHPE, RD, the dietetic internship director. "I take great pride in this program and in our graduates' accomplishments, knowing that some of what they accomplish during their careers is a result of their training here."

With direction from registered dietitians, interns teach patients how to manage their weight, watch their cholesterol or adapt their diets to illnesses such as diabetes and heart disease. They research the literature on topics such as dialysis and bone marrow transplantation. They develop new menu items for patients and for the Eat Street Café, the hospital's main cafeteria.

Many of the interns go on to careers in health care, but some choose other paths. Alice Kellogg, a 1945 intern, went to work for Northwest Airlines and introduced the concept of providing "fine dining" experiences for airplane passengers.

Jill Johnson, a current intern from Nebraska, hopes to work in nutritional sales in the Boston area after she completes the program this month. "I have learned how to communicate with a wide variety of people with different needs and personalities — whether they are patients, customers or employees," she says. "I have seen the sickest of the sick. I know that if I can assess and care for the patients here; I can care for anybody."

A commitment to teaching patients

When a patient is diagnosed with a disease, he or she may have hundreds of questions. While doctors and other clinicians often are available to answer these questions, there are times when patients and families want more. The Maxwell and Eleanor Blum Patient and Family Learning Center at the MGH is where many answers can be found.

"When patients walk into the center, they are immediately greeted by a friendly face," says Sally Millar, RN, director of the center. "The staff and volunteers then assess what the best way for the visitor to learn would be."

Among the available resources are books, videos, pamphlets, the Internet and medical journals. There also is a section for children to learn about illness. Anatomical models of the human body are available to help facilitate learning. The center is able to send information through the mail, and patient care units can call for information about specific topics.

Taryn Pittman, RN, MSN, helps a visitor at the center

According to the center's librarian, Michael O'Connor, visitors have a wide range of needs. "Some just want the answers to a few questions while others want in-depth journal articles that are written on a clinical level," he says.

Millar adds: "Learning is about empowerment. Sometimes a simple definition of a medical term can have significant impact on how a patient faces illness."

The center is located in the Main Corridor and is open Monday through Friday, 9 am to 6:30 pm, and Saturdays from 11 am to 3 pm. For more information, call 724-7352 or visit *www.mgh.harvard.edu/depts/pflc/home1.htm.*

MASSACHUSETTS GENERAL HOSPITAL

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Breaking the language barrier — teaching English and Spanish

The MGH is aware that many employees at the hospital want to learn and sometimes need to learn a second language for their jobs. The MGH has created two programs to address this need — one in English and the other in Spanish.

The English program — supported by the MGH in partnership with the Jewish Vocational Services — is better known as the Workplace Education Program and recently held its fifth Celebration of Achievement ceremony. This celebration recognizes MGHers who have completed one level of the program. The majority of those who attend the Workplace Education Program are support service staff who hale from other countries and are new to the English language or have lived in the United States for many years, but never have had the opportunity to take an English class. During the ceremony, students of the program read essays they prepared in English. In one of the essays, Terezinha Barbosa of Environmental Services said: "I'm very happy to have this opportunity to come to English classes. The MGH gives all its employees a chance to go to classes, and I really appreciate it."

Jim Ward, who is the lead teacher, says that the program has two main goals: to help MGHers do their jobs better and to help people achieve their personal goals.

More than 60 attendees received certificates at the program's ceremony. James J. Mongan, MD, president of the MGH, was the keynote speaker and commended the participants for "taking time out of their busy jobs at the MGH to strengthen their English skills."

More than 50 MGH employees recently completed the Spanish for Healthcare Program, supported by MGH Human Resources, Partners Corporate Training and the MGH Chelsea and Charlestown HealthCare centers. "We provided the program to enhance our employees' knowledge about culture and language says Claire Conlan of MGH Charlestown. "We wanted to teach employees common Spanish phrases and help them feel more comfortable with patients from other countries,"

At MGH Charlestown, 15 MGHers recently graduated from the Spanish course. Each graduate received a certificate and celebrated this achievement at a reception June 23. In the fall, the Spanish program will continue. "The course allows for communication and the opportunity to break down cultural barriers. It makes both the employees and the patients more comfortable," says Conlan.

August 11 to 24, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

JCAHO survey dates are official

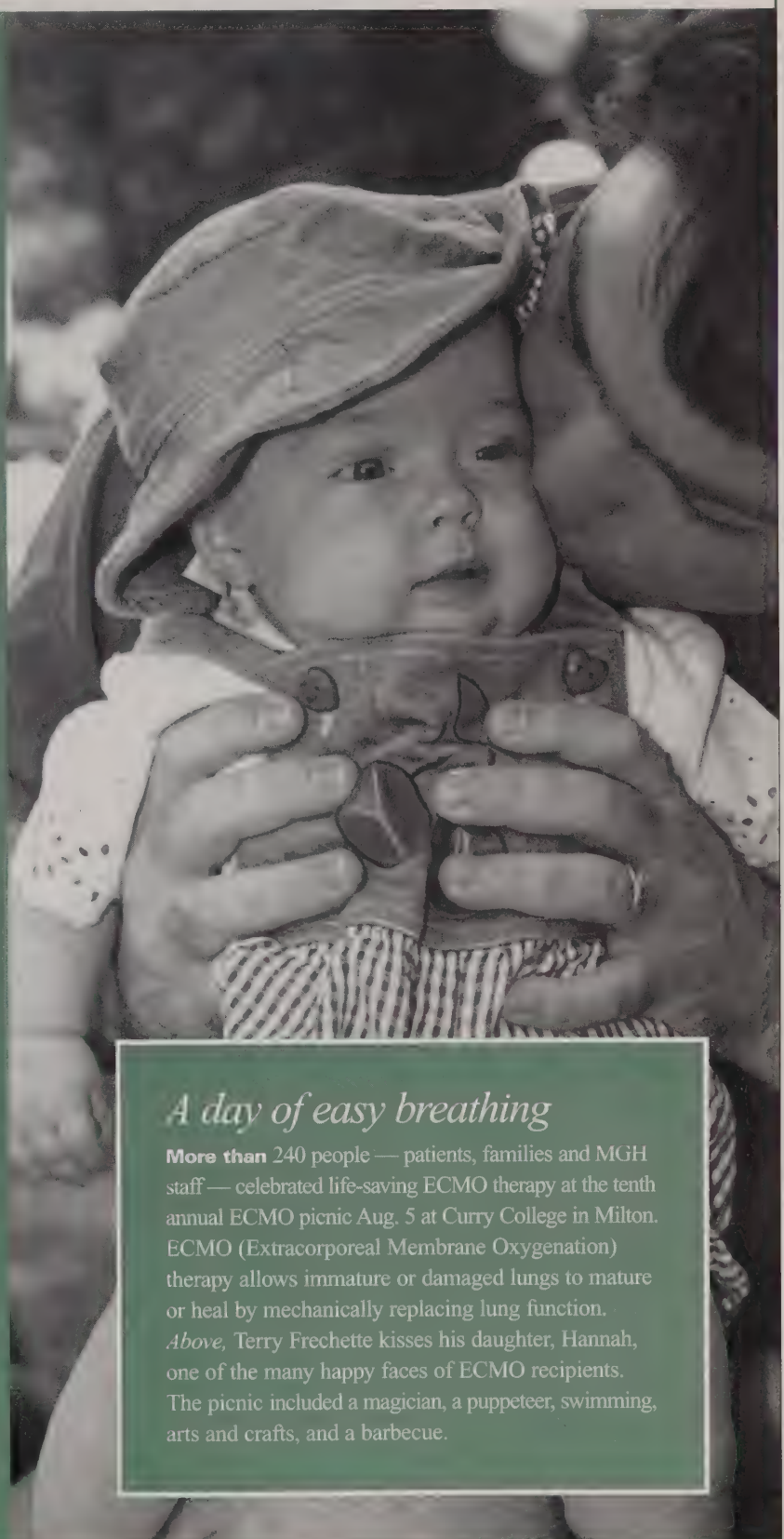
The MGH recently received an official announcement that a team of surveyors from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) will conduct a hospitalwide survey Sept. 18 to 22. The team is expected to randomly survey clinical areas, patient care units and ambulatory services, and also may randomly query staff about the care they provide.

In preparation for the survey, the hospital's JCAHO Steering Committee is currently conducting practice sessions. These sessions will include areas such as imaging services, infection control, information management, medication use and medical records.

"This survey represents an opportunity for entities outside the MGH to measure the many efforts we have undertaken to improve care, to become more sensitive to the changing needs of patients and to place a greater emphasis on patient privacy in this challenging health care landscape," says Maryanne Spicer, director of Compliance and chair of the JCAHO Steering Committee. "We also are eager to showcase the innovative work we have done in performance improvement and patient safety, among other initiatives. Employees have worked nonstop to maintain high-quality patient care and top performance, so we look forward to this evaluation of our effectiveness."

The JCAHO Steering Committee plans to continue using the FYI campaign — which includes posters, newsletter articles and fliers — to provide information to employees and staff in preparation for the survey *(See page 3 for more information about the most recent FYI poster).*

MGHers also can view a listing of JCAHO standards in the *Comprehensive Accreditation Manual for Hospitals,* which can be found online from any Partners workstation by accessing Partners Applications, Clinical References, CAMH 1999.



A day of easy breathing

More than 240 people — patients, families and MGH staff — celebrated life-saving ECMO therapy at the tenth annual ECMO picnic Aug. 5 at Curry College in Milton. ECMO (Extracorporeal Membrane Oxygenation) therapy allows immature or damaged lungs to mature or heal by mechanically replacing lung function. *Above,* Terry Frechette kisses his daughter, Hannah, one of the many happy faces of ECMO recipients. The picnic included a magician, a puppeteer, swimming, arts and crafts, and a barbecue.

MGH and MGPO announce new structure for clinical performance improvement

This fall, the MGH and the Massachusetts General Physicians Organization (MGPO) will launch a management initiative to address clinical performance improvement throughout the institution. Called Clinical Performance Management (CPM), the initiative is designed to increase the efficiency of the patient care process, optimize the hospital's inpatient capacity and improve the quality of patient care.

"We'd like to accomplish these goals while ensuring that we are providing effective management support and clear priorities to our physicians," says Peter Slavin, MD, chief executive officer of the MGPO.

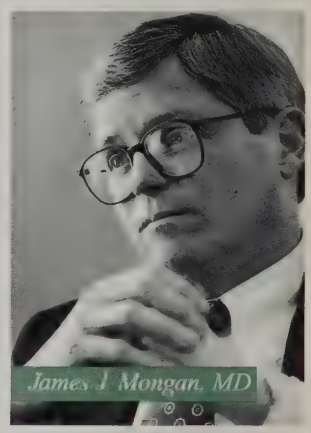
Slavin presented the CPM structure to many audiences in July, including the General Executive Committee, the MGPO Executive Committee and the Operations Improvement leadership. According to Slavin, the rationale behind the initiative is to enhance collaboration between the hospital and the MGPO. During the past five years, the MGH and MGPO have developed several institutional programs and initiatives, including Operations Improvement, Primary Care Medical Management, Specialty Care Management, and most recently, the Length of Stay Task Force. Over time, the work of these initiatives began to overlap. The new management structure will replace these existing programs with a more comprehensive and coordinated program.

"We found that physicians working with MGH and MGPO staff were doing similar work to improve patient care," says James J. Mongan, MD, president of the MGH. "As a result, we decided that a more coordinated management structure would eliminate redundancy and improve the efficiency of our efforts to enhance the institution's ability to stay ahead of the wave of challenges we face as the health care environment continues to change. This new structure by no means implies that we have gone about this the wrong way. The MGH and the MGPO have made significant strides in medical management during the last five years. For example, we've made tremendous progress in reducing length of stay for patients in the hospital, and we have been able to better control our expenditures for blood products. We're also making progress in utilizing our pharmaceutical agents and lab tests more efficiently."

Slavin adds: "We have seen improvements in performance with our managed care contracts through the primary and speciality care medical management efforts as well."

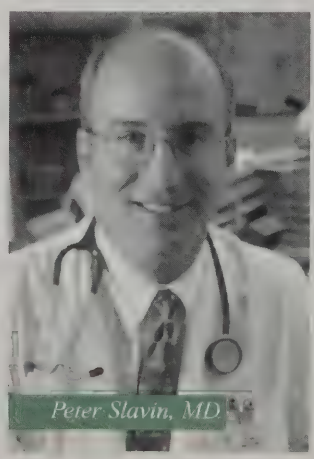
The CPM structure will feature interdisciplinary, physician-led teams. These teams will be established in key areas defined by need and strategic opportunity. There will be close collaboration between clinical and operational areas in the design and structuring of these new teams.

CPM will be coordinated by an executive committee chaired by Slavin and co-chaired by Mongan. Britain Nicholson, MD, senior vice president and chief medical officer, and James Richter, MD, medical director of the MGPO, will serve as vice chairs. The executive committee will be comprised of clinical and administrative leadership from the MGPO and the MGH, including service chiefs and practicing physicians. CPM restructuring also will include a staff support group, led by Elizabeth Mort, MD, director of the Decision Support and Quality Management Unit.


James J. Mongan, MD

"We will be fine-tuning the CPM structure over the next two months through a transition team," says Slavin. "Jim Mongan and I encourage those individuals involved in utilization management activities, ancillary management and medical management initiatives to continue their work over the summer. Currently, we are experiencing higher-than-budgeted admissions, and it's important to stay on top of our clinical resource management activities. We will have a more defined picture by the end of September. It is likely that many of the individuals currently involved in key clinical resource management initiatives will have important roles in the new structure, and we certainly do not want to start from ground zero."

The membership of the Length of Stay Task Force has been expanded to work on the CPM restructuring as a transition team. The team *(see list at left)* will focus on developing the team structure, refining the goals and establishing a process for selection of the executive committee members and team leaders. ●


Peter Slavin, MD

Members of the transition team:

James J. Mongan, MD
Peter Slavin, MD
Co-chairs

William Abbot, MD
Dennis Ausiello, MD
W. Gerald Austen, MD
Hasan Bazari, MD
Steven Calderwood, MD
Mary Chin, RN
Alasdair Conn, MD
Nancy Gagliano, MD
Mary Ellen Heike, RN
Cyrus Hopkins, MD
Jeanette Ives Erickson, RN
Michael Jellinek, MD
Elizabeth Mort, MD
Britain Nicholson, MD
Ann Prestipino
James Richter, MD
Lawrence Ronan, MD
Nancy Sullivan
Andrew Warshaw, MD
Jeffrey Weilburg, MD

MGH interns get more than just a summer job

The MGH Summer Internship Program, now in its second year, recruits college students from around the globe to learn about one of many departments in the hospital — ranging from Research, to Human Resources, to the Institute of Health Professions.

According to Suzanne Culver of MGH Human Resources and director of the Summer Internship Program, this second year has been a success. "We received more than 350 applicants for the 31 slots in the program this year," says Culver. "There are so many talented and enthusiastic students, and I wish we had the space to place more of them. Hopefully the program will continue to grow to allow more interns to be accepted."

Internship candidates submit applications with an essay, and departments select candidates from those who have been accepted to the program. The 12-week program is for students who are entering at least their junior year of college.

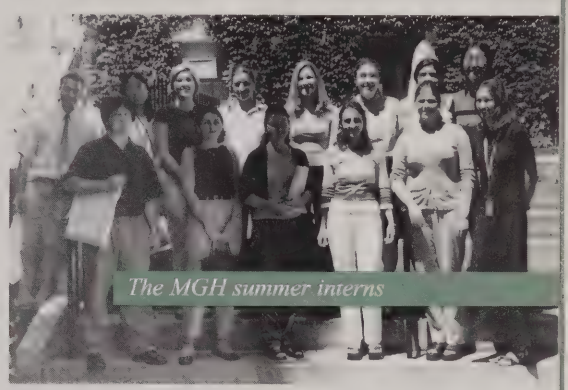
Interns get more from the program than work experience alone — they also are provided with activities, such as taking a tour of the operating rooms, and group gatherings to help them learn about different departments at the MGH. These gatherings also give participants the chance to learn about what other members of the program are doing.

Program participants gathered for a midsummer luncheon July 11 to discuss their experiences with Culver. They also attended a presentation by Traci Knoblauch of MGH Human Resources about formatting resumes to catch the attention of potential employers and general pointers for interviewing.

"I'm having fun here this summer," says Neysa Kekich, who worked in the Cardiology Department this summer and will begin her first year at Northwestern University Medical School this fall. "It's interesting to interview people for the coronary artery disease study that I helped work on this summer and then track the results. I really have learned a lot."

David Haffty, who did an internship this summer with the MGH Budget Office, adds: "I also learned which kinds of projects I don't want to do in the future. That has been really helpful as well."

Departments that wish to host a summer intern next year can contact the program during the winter to request an intern. Departments must submit a job description outlining the intern's responsibilities during the 12-week program. For more information, call 724-8568.



The MGH summer interns

FYI posters address patient confidentiality

Patient confidentiality is the subject of the most recent FYI poster that is being distributed in the hospital this week. The poster is meant to remind MGHers that it is the responsibility of all employees and staff to protect patient information in all forms — written documents, conversations, computer information and any other electronic forms such as faxes, e-mails or pager messages.

In addition to the posters, an FYI paper is being distributed hospitalwide this week giving guidelines to help employees keep patient information safe. The FYI paper about patient confidentiality — along with past issues of the FYI papers — can be accessed online by visiting the MGH homepage at *http://is.partners.org/mghfyi/fyi.htm.*

The FYI posters and papers are a part of the FYI campaign to help inform MGHers about important information related to their roles and responsibilities within the MGH community.

For more information about the FYI campaign, call 724-6433. For more information about patient confidentiality, call Health Information Management at 726-2465.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Pastoral Education Program

The MGH Clinical Pastoral Education program is a training program accredited by the Association for Clinical Pastoral Education, Inc. with the goal of providing an expanded ministry to patients, families and staff. The winter 2001 session is open to persons from any discipline who work directly with patients and families in a health care setting and wish to integrate spiritual caregiving into their professional practice. The winter program is part-time and will run Jan. 8 to May 25, 2001. Group sessions are held each Monday, 9 am to 5 pm. All applications for the program, which includes the Schwartz Fellowship in Pastoral Care, are due by Sept. 11. For more information about the Schwartz Fellowship or the Clinical Pastoral Education Program, call 726-2220.

Bowling league

The MGH/BWH Bowling League will begin its 52nd season Sept. 7. Teams meet on Thursday evenings at the Ryan's Family Center (formerly Kenmore Bowladrome) in Kenmore Square, at 5:30 pm. The league runs from September to April and welcomes new members and those who just want to bowl for an evening. For more information, call Linda Arini at 726-8737, Carolynn DiRienzo at 724-0543, Ira Keltz at 724-1832 or Jim O'Connell at 724-7629.

Clinical research coordinator seminar series

The Clinical Research Program will present a video of "The Belmont Report," Aug. 16, noon to 1 pm in the Wellman Conference Room. The Belmont Report provides the basis for protection of human research subjects in the United States, and familiarity with its content is essential when working in clinical research. A brief discussion of current issues in clinical research will follow. Dessert and beverages will be provided. To register, call 726-1669 by Aug. 14.

In memoriam

A memorial service will be held for former patient Jessica Ouellette, Aug. 24 at 4 pm in the MGH Chapel. For more information, call Ken Scheublin, at 724-5856.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Public Affairs Office
(617) 726-2206

***Hotline* will not be published next week but will resume publication Aug. 25.**

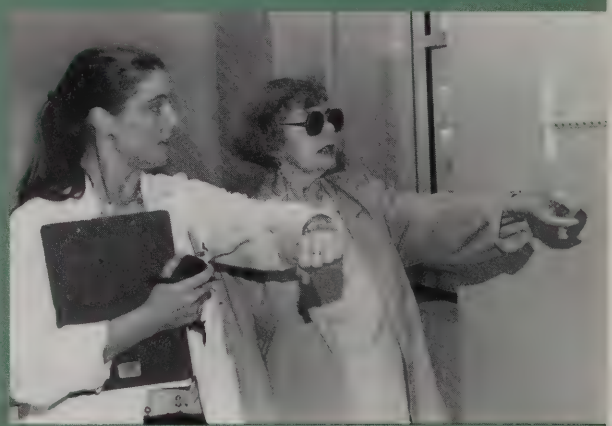
Seminars help seniors stay healthy

A group of 30 senior citizens from area senior apartment buildings recently attended a seminar at the MGH to learn about safety precautions to prevent falls and improve their balance. Sponsored by the MGH Senior Supper Club, the seminar featured several physical therapists from MGH Physical Therapy Services, who spent time with each senior to test their balance and teach them basic stretching exercises and techniques to help prevent falls.

The seminar is the first of many to be presented by the MGH Senior Supper Club, a program that began April 3 and is sponsored by MGH Senior Health and MGH Nutrition and Food Services. The program offers adults over 60 a discount on meals at the Eat Street Café, as well as social programs and access to MGH resources such as the MGH General Store, Images beauty salon and the MGH Chapel.

The next seminar for seniors, "The Savvy Shopper: Making Wise and Economic Choices in the Supermarket," will be held Aug. 22, 5 to 5:30 pm in the East Garden Dining Room, adjacent to the Eat Street Café. The seminar will feature guest speaker Alayne Seale of MGH Nutrition and Food Services.

For more information about the program, call 726-4600 ext. 7802.



From left, Katherine Breen, PT, helps a member of the MGH Senior Supper Club with a functional reach exam, one of several balance tests the attendees participated in at the seminar.

August 25, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH/HSPH study finds nearly half of college students used tobacco in one year

The first national study to report on both cigarette and non-cigarette tobacco use by college students found that nearly one-half of college students (46 percent) reported using tobacco products in the previous year, and one-third of students had used tobacco in the past 30 days.

The study, reported in the Aug. 9 issue of the *Journal of the American Medical Association* and conducted by researchers from the MGH and the Harvard School of Public Health College Alcohol Study, is the first to look at cigar smoking among college students. More than half of males and one quarter of females in the study reported they had smoked a cigar at least once, and 9 percent had smoked a cigar in the past month.

"Our findings show that college students are using all types of tobacco products," says lead author Nancy Rigotti, MD, director of Tobacco Research and Treatment at the MGH. "All tobacco products — not just cigarettes — can produce nicotine addiction. Essentially, college students are playing with fire, putting themselves at risk of a lifelong addiction to nicotine."

More than 14,000 students at 119 colleges in 39 states were surveyed about their tobacco use. By including the use of cigars and smokeless tobacco, the study finds a greater prevalence of tobacco use among college students than previous reports that have looked only at cigarette use. Although about 28 percent of both male and female students were current cigarette smokers, total tobacco use was higher among males (38 percent versus 30 percent), almost entirely related to males' much higher use of cigars.

Rigotti and her colleagues note in the study that the college years are a crucial time in the development or abandonment of smoking behavior. They urge colleges to discourage tobacco use and recommend making all college buildings, including dormitories and living quarters, smoke-free.

"Smoke-free dormitories may discourage new students from taking up smoking, make it easier for current smokers to stop and even reduce fire hazards," says Rigotti.

For more information about the Harvard School of Public Health College Alcohol Study, visit the website at *www.hsph.harvard.edu/cas.*

MGH gears up for blood donor challenge

Preparations now are under way for the MGH/BWH employee blood donor challenge to take place Aug. 28 through Sept. 15.

The goal of this challenge is to encourage employees at both hospitals to help the MGH and BWH Blood Donor centers meet the blood needs of patients during the long Labor Day holiday weekend when donations are traditionally low.

All employees who give blood during the two-week contest will receive an MGH/BWH Employee Blood Drive Challenge T-shirt as a special thank you for donating. A plaque also will be given to the winning donor center. The ultimate winners, of course, will be patients at both hospitals.

This contest comes at a particularly crucial time as Massachusetts' blood supplies are running dangerously low, according to reports released earlier this month. In fact, the American Red Cross and other health care organizations issued a public plea for more blood donations to avoid delays in elective surgeries at some local hospitals.

"The summer months usually are a more difficult time to get blood donations because regular donors go on vacation," says Joyce Foley, of the MGH Blood Donor Center. "Blood supplies all over the state and across the country are decreasing. That's why we have to be more creative to increase our donations."

For more information about the employee blood donor challenge, call the MGH Blood Donor Center at 726-8171.

From left, Joyce Foley and Mary Caporale, RN, of the MGH Blood Donor Center, show off the Employee Blood Drive Challenge T-shirt that will be given to all employees who donate during the contest.

Hohmann named to lead Partners IRB program

Elizabeth Hohmann

Elizabeth Hohmann, MD, an MGH infectious disease specialist, has been named chair and director of the institutional review board (IRB) for Partners HealthCare System. She will direct the IRBs at the MGH, BWH and affiliated sites, supervising the physician and administrative staffs, operations and policies of the Partners IRBs.

IRBs are responsible for reviewing all proposed research studies involving human subjects to ensure that they comply with ethical requirements and have a solid scientific basis. In recent years, the Partnerswide IRB process has been integrated to establish standard procedures and improve turnaround time. Currently there are two IRBs based at the MGH and two based at BWH, each of which may review studies based at either hospital. A separate IRB reviews cancer research studies conducted through Dana-Farber/Partners CancerCare.

"This is an important job that is worth doing very well," says Hohmann, who has previously chaired IRB panels at both the MGH and BWH. "Our institutions have very high standards for the conduct of clinical research, and I hope to continue this tradition. IRBs provide a forum in which exciting laboratory research advances meet clinical medicine for the first time. We need a vigorous review process to help investigators navigate what can be challenging waters. And I am aware that some investigators view the IRB process itself as one of the most difficult currents in those waters."

Ronald Newbower, PhD, MGH senior vice president for Research and Technology, says: "It is essential that we offer the strongest possible protections to those patients willing to help our physicians advance medical knowledge by participating in clinical research. I have the greatest faith that Dr. Hohmann will do a superb job for Partners, the hospitals and our investigator community."

Eugene Braunwald, MD — who as Harvard Medical School (HMS) faculty dean for Academic Programs at Partners has academic oversight of the Partners research program — says: "I am delighted that Dr. Hohmann is willing to step up to the plate in managing this difficult issue."

Greg Koski, PhD, MD, director of Human Research Affairs for the MGH and Partners, adds, "I have a very high regard for Libby's work, both within the IRB and as a physician and scientist." Koski, who next month begins his new role as director of the new Office for Human Research Protections in the U.S. Department of Health and Human Services, managed the systemwide integration that led to the current system.

Hohmann is a graduate of HMS, trained in internal medicine at Beth Israel Hospital and in infectious disease at the MGH. In addition to her clinical practice, she conducts research into the development of live attenuated bacterial vaccines and vaccine vectors.

SummerWorks program helps students get into the action

Solangel Vargas is no stranger to the MGH. A patient of Joseph Vacanti, MD, of MGH Pediatric Surgery, Vargas is awaiting a liver transplant to cure him of biliary atresia. But this summer, the MGH also became his employer. Vargas, an incoming 10th grader at Boston English High School, spent his summer working with the MGH Police and Security Department as a SummerWorks intern.

The MGH Community Benefit SummerWorks program invites students from the James P. Timilty Middle School and its alumni from Boston high schools to participate in paid internships around the hospital. This summer the MGH hired 12 students who worked in departments ranging from the Photo Lab to Radiology.

Vargas poses with Police and Security officers.

"Solangel has become a real member of our team," says David Marquez, a Police and Security officer and Vargas' supervisor. "When he first started he was shy, but now he seems more confident. He has gone way beyond what the average 15 year old might be expected to do."

Vargas says he has enjoyed learning about what it takes to become a police officer at the MGH. "I've had the chance to help monitor some of the high-security areas, such as the gift shop, and I have watched and learned how officers handle difficult situations. I know that I need to keep doing my schoolwork to become an officer, but I feel I am a step ahead of others my age after participating in this program," he says.

Vargas is scheduled to undergo surgery to receive a donated portion of his mother's liver in January. "I've tried not to let my illness slow me down," he says.

Marquez adds: "It is gratifying to feel that I have helped change someone's life through this mentoring relationship. Someone did this for me when I was a kid, and this is my chance to give back. All the guys from this team will be there when he has his operation."

For more information about the SummerWorks program or to learn how to become an MGH/Timilty Partnership science fair mentor this fall, call 724-3210, send e-mail to *timilty@partners.org* or visit *http://timilty.boston.k12.ma.us/mgh/SCvolunteers.htm*. The partnership provides mentor orientation, training and all the resources necessary to get participants started. Mentors meet with students at the MGH on scheduled Friday mornings, twice per month, from October to January.

Is that your final answer?: Game helps prepare for JCAHO

Regis Philbin isn't asking the questions. There is no million-dollar grand prize. But the tension is mounting in the MGH outpatient practices as employees wait to see who will win the "Who Wants to be a JCAHO Standardaire?" game.

Patterned after the popular TV game show "Who Wants to be a Millionaire?" the MGH version of the game is a creative way to help employees in the outpatient practices prepare for the upcoming survey by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) which will take place Sept. 18 to 22.

"The game has been a lot of fun," says Suzanne Gautreau, administrative coordinator of Vascular Surgery and leader of one of the teams. "It has been a great way for our staff to prepare for the survey. It is really eye opening to learn about the different areas that the survey will entail."

Ten teams have been participating in the game, which consists of five multiple-choice questions sent by e-mail weekly. Each team of four people has two days to submit a final answer for all five questions. For help with the answers, team members can consult "life lines," including such resources as the JCAHO Standards Manual, the Comprehensive Accreditation Manual for Hospitals and the Infection Control Manual, as well as other MGH colleagues.

A winning team is declared each week and receives prizes such as pizza parties, Omni Theater movie passes and gift certificates to Coffee Central, the Eat Street Café or local restaurants. The teams accumulate points each week, with a grand prize winning team to be declared after the 10th round. Second- and third-place winners will also be named. The correct answers, along with explanations and the resources in which the answers can be found, are sent out to the teams and all of the practices each week.

Just like the TV game show, the JCAHO Standardaire questions started out simple, such as "How often does the hospital have a JCAHO visit?" (The answer is every three years.) With each round, the questions become more complex, such as: "Hospital employees may request to be excused from participating in an aspect of care if it is in conflict with: a.) cultural values, b.) ethics, c.) religious beliefs, or d.) a and c only." (The answer is a, b and c. MGH policy states that reasonable efforts must be made to honor such employee requests. Such requests, however, are granted only if patient care will not be affected negatively.)

"Some of the questions were not cut and really made you think," says Nancy Bryant, RN, unit nurse leader in the Medical Walk-In Unit and head of the team currently in the lead. "Some of them were more philosophical or could have had several answers. They generated interesting discussions among our team members and staff that we normally wouldn't have had."

Currently, Gautreau's Vascular Surgery team is closing in on the Medical Walk-In Unit team. In several recent rounds, the teams have tied with the right answers, requiring elimination rounds to declare a winner for that week. According to Gautreau, her team has been enthusiastic about the game and often agonizes over the questions before submitting a final answer. Gautreau herself even called into the office from her vacation on Cape Cod a few weeks ago to help her teammates with a question.

From left, Bryant and Gautreau

Bryant and Gautreau said that both teams found the questions helpful in making employees turn to information resources that may not have been used frequently. "An important aspect in preparing for the actual survey is to know what our resources are and to be able to use them if asked by the surveyors," says Bryant. "We all can't be experts in everything, but if we at least know where to find the answers, it will help us do well in the survey."

The game was the brainchild of the Practice Support Unit staff — Stacey Houghton, Henry Buszkiewicz, Sandra Santos and Kathleen Tivnan. "Our goal was to help educate the practices about a variety of topics that may come up during the survey and do it in a way that was fun for everyone," says Houghton. "All the teams really have been enthusiastic about the game, and many of the practices that didn't participate in the contest have been sharing the questions and answers with their staff to help them prepare for the survey as well."

JCAHO survey resource

In preparation for the upcoming Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey Sept. 18 to 22, the Treadwell Library has created a web site that contains links to key online clinical resources. The site includes links to online medical textbooks and journals, drug utilization information, clinical guidelines, patient education materials and MGH policies and procedures. The purpose of the site is to provide clinicians around-the-clock access to resources with information about patient care, education, research and management. The site is located at

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MGH HOTLINE

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WHAT'S HAPPENING

Longwood Symphony
The Longwood Symphony Orchestra, an ensemble for the medical community, will hold its annual open rehearsal Sept. 7, from 7 to 9:30 pm at Vanderbilt Hall, 107 Avenue Louis Pasteur. Auditions for all instruments will be held Sept. 12 at Temple Israel in Boston, 6 to10 pm. Basses, horns, harp and violas are welcome. Concerts are played at Jordan Hall and on the Esplanade. For more information, visit *http://longwoodsymphony.org/members* or call Lisa Wong, MD, at 332-7011.

Bowling league
The MGH/BWH Bowling League will begin its 52nd season Sept. 7. Teams meet Thursday evenings at the Ryan's Family Center (formerly Kenmore Bowladrome) in Kenmore Square, at 5:30 pm. The league runs from September to April and welcomes new members and those who just want to bowl for an evening. For more information, call Linda Arini at 726-8731, Carolynn DiRienzo at 724-0543, Ira Keltz at 724-1832 or Jim O'Connell at 724-7629.

MGH General Store website
The MGH General Store and Flower Shop now has a website at *www.mghgeneralstore.com.* In celebration of the new site, a 10 percent discount will be given on all orders placed during September. Preferred customers will receive an additional 10 percent off. To become a preferred customer, visit the General Store's website.

Memorial service for Arthur Durante
A memorial service for Arthur Durante, long-time patient and friend of the MGH, will be held in the MGH Chapel, Sept. 5 at 1:30 pm. A reception will follow at 2:30 pm in the foyer outside of Cox 1 and the Blossom Street Café. Staff and friends are invited to attend.

IN GENERAL

Nagagopal Venna, MD, MRCP, of MGH Neurology, recently received the first Teacher of the Year award for the Partners Neurology residency program.

MASSACHUSETTS GENERAL HOSPITAL

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Latin American Festival

The MGH Chelsea HealthCare Center was a proud sponsor of the annual Latin American Festival in Chelsea Aug. 5. The three-day event celebrated many Latin American cultures and included music, food, a parade and a carnival. More than half of the employees of MGH Chelsea participated in the celebration by providing health care information to visitors, manning a first aid station, taking blood pressures and painting faces. The center also gave away infant and toddler car seats, books and other prizes to winners of a free raffle.

From left, MGH Chelsea staff members Janette Benitez, Marisol Santiago, Violet Gonzalez and Margo Johnson were among the volunteers from the center.

In memoriam: Guillermo Sanchez, MD

Guillermo C. Sanchez, MD, a physician at the MGH for more than 50 years, died last week of prostate cancer at his home. He was 75. As an internist and primary care physician who was fluent in five languages, Sanchez treated many international patients. He closed his practice in July.

Sanchez also was a medical historian and took a special interest in the history of the hospital. He published a number of historical articles — including one about the development of ether anesthesia in the 1840s, which he presented in 1996 at the national 150th Ether Symposium. In 1995, he was elected to serve as chairman of the first MGH Archives Committee, a position he held until his death.

A memorial service will be held at the MGH at a future date. Sanchez leaves his wife Sylvia, seven children and 10 grandchildren.

September 1, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

The ins and outs of facial processing

The human brain devotes some of its most basic structures to recognizing faces and the subtleties of facial expression. Now a study using sophisticated imaging technology has shown that a key part of the brain reacts differently to faces from the person's own racial group than to faces from another racial group. The report from researchers at the MGH, Amherst College, and other institutions appears in the August 2000 issue of *NeuroReport*.

"One of the most exciting things about this study is how it shows the potential of applying powerful imaging techniques to questions of social psychology," says Scott Rauch, MD, director of Psychiatric Neuroimaging Research at MGH, who is the paper's senior author.

Allen Hart, PhD, chair of the Department of Psychology at Amherst, the paper's first author, adds, "As long as scientists are very careful about how they interpret the results of studies like this, this represents a major new tool to help advance the field."

Located deep within the brain, the amygdala acts as a sort of administrator for the brain, receiving sensory signals and flagging those that need extra attention. Early studies of the amygdala have identified its role in recognizing fear and other strong emotions, and study co-author Paul Whalen, PhD, has theorized that increased activity in the amygdala is a sign of vigilance, a way for the brain to send out a request for more information. Whalen was at the MGH and is now at the University of Wisconsin.

Many amygdala studies have used functional magnetic resonance imaging (fMRI), to measure the amygdala's activity while volunteers viewed photos of faces — usually Caucasian — with a variety of standardized emotional expressions. To examine whether amygdala reaction might differ depending upon whether people are viewing faces from their own race (ingroup) or another race (outgroup), the researchers measured amygdala activity in eight volunteers — four white and four black — as they viewed faces that were neutral in expression and evenly divided among black and white. While amygdala responses to all faces are elevated in an initial set of scans, in a subsequent set of scans there was a reduced response to the ingroup faces only.

Rauch says: "These findings could suggest that people become familiar with elements of ingroup faces more quickly than they do outgroup faces." But the researchers note that more questions need to answered in future studies before any conclusions can be drawn.

Editors note: *Hotline* is pleased to present to the MGH community two articles written by a freelance writer about the MGH "Steps to Success" cognitive rehabilitation program for patients who suffer from brain injuries. Jack Pilgrim *(not his real name)* is a patient in the program and wrote these stories for *Hotline* as a part of his rehabilitation process. *See also a story about the author on Page 2.*

Life journey interrupted

Imagine a man *going for a walk on a remote stretch of New England beach one bright, late winter afternoon. His senses are wonderfully alive, as if in praise of the coastal beauty. His thoughts are briefly interrupted while turning to view the distance already traveled, footprints capturing his imagination. Upon returning his attention to the distant horizon, the walker comes to the slow realization that he is in the midst of an impenetrable fog unlike any other that he has ever known. Out of the clear blue sky has come this phenomenon so powerful as to make the prospect of returning safely home both a dream and a nightmare. The crashing surf, screaming seagulls and solitary surroundings are frightening, as are his growing fatigue and seemingly diminished powers of reasoning and comprehension. Without a vision for a positive outcome, he soon will become helpless to himself — the future hopeless indeed. Two years later, the man is finally able to write a few words about part of this experience. I am that man and these are my words.*

Some patients who have suffered a brain injury describe their post-injury life experience as a homeward journey in an otherworldly fog. The cognitive rehabilitation program "Steps to Success" offered at the MGH was created by Sucheta Kamath, MA, CCC/SLP, *(Continued on Page 2)*

— Life journey interrupted

(Continued from Page 1)

of the Speech-Language Pathology Department, and is designed to help those who are lost in this so-called fog. The intensive, six-week program is available to certain patients who are being treated for mild-to-moderate traumatic brain injury, resulting from either an external impact or an acquired condition such as a brain tumor.

Most important, "Steps" is an ongoing process concerning the patient's own recognition and acknowledgment of brain injury. Only with such self-awareness is the patient truly able to participate actively in treatment. This process is intellectually difficult and emotionally painful. With great compassion, Kamath helps her patients learn how to improve the memory, attention and information processing skills that were compromised by brain injury. The regimen of rigorous mental exercise administered throughout treatment resembles an advanced course in the hybrid study of logic and linguistics. For example, a patient may re-learn how to memorize a lengthy series of random numbers, self-analyze his or her strategic thinking and then communicate a clear, detailed account of the entire reasoning experience.

Over time, the patient realizes that although the symptoms of brain injury may never completely dissipate, there is a way in which to live productively.

As constant as the ebb and flow of the sea itself, the inevitable "fog" of mild-to-moderate traumatic brain injury comes and goes. Help is available, however, by taking "Steps," and those with such an injury need not remain lost forever. ●

About the author — A patient's journey

Jack Pilgrim began receiving treatment for mild traumatic brain injury (TBI) at the MGH in the summer of 1999. While working on a home improvement project, he was accidentally struck in the head with a hammer. Although his injury had occurred one year earlier, it wasn't until the summer of 1998 that he was referred to a neurologist specializing in brain injury, at which time he was diagnosed with mild TBI. Pilgrim had been experiencing debilitating headaches, chronic fatigue, impaired reasoning and strained social relationships. An initial emergency room CT scan had shown nothing noteworthy; however, further testing — including an EEG, MRI, sleep study and neuropsychological evaluation — would later reveal the signs of brain injury.

Having taken only a few days off immediately following the injury, Pilgrim continued working through the remainder of 1998. His effectiveness, particularly in communicating with others, steadily declined. In spring 1999, he finally took a medical leave of absence from work, underwent another neuropsychological evaluation and began individual cognitive therapy at the MGH Speech and Language Pathology Department with Sucheta Kamath, MA, CCC/SLP. He also received support through continued visits with the neurologist, family and individual counseling, as well as the love and support of family and friends.

Pilgrim began the "Steps to Success" cognitive rehabilitation program in July 1999 at the MGH. He has subsequently taken a third neuropsychological evaluation with measurably improved results and is continuing with individual cognitive therapy.

Although it is still uncertain as to whether Pilgrim will one day be able to return to the career from which he has been absent for more than a year, today he is able to pursue his love of literature and writing within the context of cognitive rehabilitation. Under the guidance and direction of Kamath, Pilgrim is working on several freelance writing projects. The conception, research, formulation, writing and re-writing edited drafts of an article, such as this *Hotline* story, now comprise a major component of his cognitive therapy.

It has been a long and winding road from the emergency room of a suburban hospital more than two years ago to where Pilgrim is today. What initially looked like a minor concussion was eventually reconsidered, renamed and has been responded to with equal amounts of medical expertise and compassion.

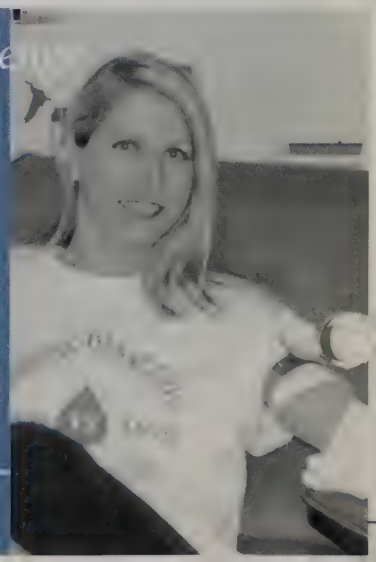
MGH goes head-to-head with BWH in blood donor challe

The MGH zoomed into the lead in the first week of the MGH/BWH employee blood donor challenge, which began Aug. 28 and will continue through Sept. 15.

The goal of this challenge is to encourage employees at both hospitals to help the MGH and BWH blood donor centers meet the blood needs of patients during the long Labor Day holiday weekend, when donations are traditionally low.

All employees who give blood during the two-week contest will receive an MGH/BWH Employee Blood Drive Challenge T-shirt as a special thank you for donating. Donors who give blood Sept. 5 and 6 between 11 am and 4:30 pm, will be treated to pizza, courtesy of Papa Gino's in Charlestown and Bertucci's in Copley Square. A plaque also will be given to the winning donor center.

For more information about the employee blood donor challenge or to make an appointment, call the MGH Blood Donor Center at 726-8171.



Suzanne Metallo of the MGH Office for Women's Careers donates blood for the contest.

Support service employees receive grants

The Support Service Employee Grant Program recently announced the recipients of the third round of educational grants. The program is supported by the MGH Diversity Committee, chaired by James J. Mongan, MD, MGH president. Forty-three support service employees received grants of up to $1,500 to help defray the cost of their participation in a continuing education or training program of their choice. The grant program is designed to help employees offset tuition, book, supply and child care expenses. In addition to the financial assistance, employees may receive individual support from a designated mentor.

Top, from left, back row: Kathleen Carbone, Hector Ventura, Joseph Kupczewski, Duval Vibert, Mongan, Wanda Velasquez, Stephen Russell and Josephine Boakye. Front row: Merlin Pena, Thuyhong Do and Dolores Kershaw.

Bottom, from left, back row: Sai-Yueh Smits, Shante Wilson, Cheryl Joseph, Mongan, Ingrid Beckles and Vivine Wilson. Front row: Mary Cox, Chiquita Robertson and Norma Sherwood. Not shown is Elaine Almeida.

New imaging center opens at Mass General West

The MGH Radiology Department recently opened a state-of-the-art, full-service imaging facility in the Mass General West building in Waltham. Mass General West Imaging is the only free standing, full-service, multi-modality imaging facility west of Boston.

The center offers high-speed computed tomography (CT) technology, which is capable of producing four images per scan as opposed to CT scanners that produce only a single scan at a time. This technology permits more efficient use of X-rays resulting in higher-quality scans in shorter scan times.

Mass General West Imaging also is equipped to offer patients and referring clinicians other diagnostic radiology services such as MRI, ultrasound, three-dimensional CT and MRI imaging, nuclear medicine, fluoroscopy and comprehensive pediatric imaging to complete the full range of services available at the center. Mammography services will be added in early 2001. Imaging services also include a chest screening exam using a low-dose CT for the early detection of lung cancer.

MGH radiologists will be interpreting all of the studies performed at Mass General West Imaging — both on-site and at the MGH main campus — using special high-speed Internet technology with on-line image transfer.

According to James H. Thrall, MD, chief of MGH Radiology, the new imaging center will offer the quality and depth of medical expertise of a tertiary care medical center with the convenience of a suburban location for the benefit of patients who live in the area. "The establishment of Mass General West and our new imaging center are tangible indicators of the hospital's commitment to serve the entire community," he says.

Mass General West Imaging is located off Interstate 95/128 at exit 27B and is open seven days a week, including evenings. Free parking is available in the adjoining garage. Same-day CT and MRI appointments are available and can be made by calling (800) 697-8296. ●

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MGH HOTLINE

WHAT'S HAPPENING

Nominations for Partners in Excellence awards
Nomination forms for the 2000 Partners in Excellence awards will be available beginning Sept. 5. Individuals or teams who consistently go beyond the call of duty in quality treatment and service; leadership and innovation; teamwork; operational efficiency; or outstanding community contributions are eligible for nomination. To complete a nomination form, visit *http://intranet.partners.org/pie/.* Forms also may be obtained from managers and supervisors. Nominations are due by Sept. 27. For more information, visit the web site, send email to *partners inexcellence@partners.org*, or call 724-9743.

Peripheral vascular disease screening
The MGH Vascular Radiology and Vascular Surgery departments will host a Peripheral Vascular Disease (PVD) leg screening Sept. 21, 9 am to 3 pm in the Burr 6 Conference Room. The screening will help determine risk for PVD. The screening is part of the Legs for Life National Screening Program, sponsored by the Society of Cardiovascular and Interventional Radiology. For more information, visit *http://legsforlife.org,* or to register, call 726-8314.

Charlestown cashier and payroll offices relocating
The CNY cashier and payroll offices will be moving Sept. 11 to Building 149, seventh floor. Telephone numbers will remain the same.

Nominations for Macaluso Award
Nominations now are being accepted for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award, which recognizes direct care providers whose practice exemplifies the expert application of values reflected in the Patient Care Services vision. Recipients of the award will be selected in November. Nurses, occupational therapists, physical therapists, respiratory therapists, speech and language pathologists, social workers and chaplains are eligible. Nomination forms are available in each patient care area, in department offices and at the Gray Lobby information desk. Nominations are due by Sept. 29. Award recipients will receive $1,500 to be used toward a professional conference or course of their choosing. For more information, call 724-5801.

Security, Photography, and Commuter Services Fair
MGH Security, Photography, and Commuter Services staff members will showcase the programs and services they offer at a fair, Sept. 7, 11 am to 5 pm under the Bulfinch Tent. Information about bike safety, general personal safety and prevention will be available. There also will be drawings for prizes. Winning photographs of the third annual photography contest will be on display.

HOPES seminars
The MGH HOPES (Helping Our Patients and Families through Education and Support) program will present drop-in yoga on Thursdays, noon to 1 pm. "Home Care Options for Patients and Caregivers," facilitated by Beverly Hudson of MGH Hematology/Oncology, will be offered Sept. 12, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES Program at 72-HOPES.

MS support group
The MGH/Spaulding Home Health Agency will offer a support group for patients and family members with multiple sclerosis Sept.18, 5:30 to 7 pm at the MGH Revere HealthCare Center, 300 Ocean Ave., Revere. There is parking in the rear of the building and wheelchair access in the front of the building. For more information, call (781) 393-8682 ext. 203.

Graduates of Project RISE

Eleven graduates of Project RISE (Reaching Individuals Striving for Excellence) were honored at a luncheon Aug. 25. Participants in Project RISE, a rigorous seven-week job-readiness training program, are prepared for employment by learning such job skills as workplace etiquette, resume writing, interview skills, basic literacy, math and computer skills. Upon completion of the program, graduates are placed into full-time, entry-level positions within the Partners system.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.
Submit news tips and story ideas to
Victoria Brady, editor, at 724-6433; or
Beth Baratz, assistant editor, at 724-5627;
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Public Affairs Office
(617) 726-2206

September 8, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

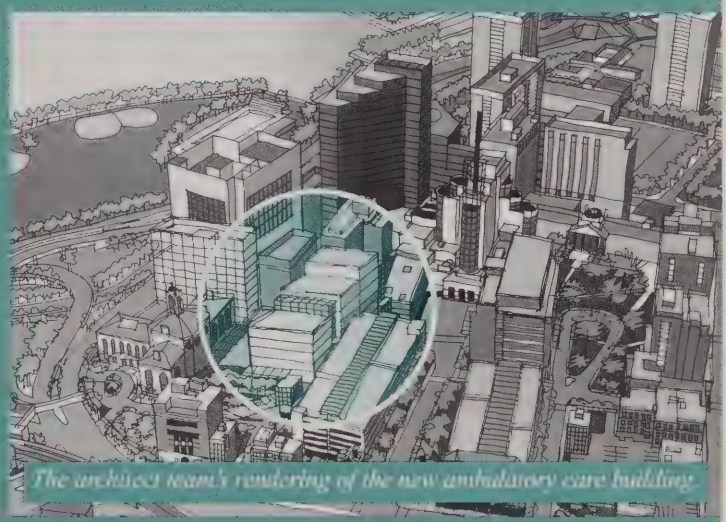
MGH selects architect for new ambulatory care building

The MGH planning committee for the new ambulatory care building project recently announced the selection of local firm Cambridge Seven Associates, Inc., in collaboration with Michael Fieldman of New York to form a team of architects for the new building project.

The team will develop plans for the two phases of the ambulatory care building project and a parking facility using part of the Charles Street Jail site. The first phase will involve erecting a structure over the Northeast Proton Therapy Center, and the second phase will include demolishing the VBK and Clinics buildings and constructing a new building in their place. The new building project will add 400,000 square feet of much-needed space to the hospital's ambulatory services.

According to John Messervy, of Partners Real Estate and Planning, who is leading the project, the team of architects was selected after a six-month search that included 23 architectural firms from across the country. "We are very excited about the selection of this team," says Messervy. "The selection committee was well represented by physicians, senior management and board members in making the final decision. This team has many exciting ideas and plans to help make the MGH more accessible and patient-friendly, while creating much-needed additional space."

(Continued on Page 2)



The architect team's rendering of the new ambulatory care building.

ADVANCES

Testosterone skin patch improves sexual functioning in surgically menopausal women

A multi-institutional research group has found that use of an experimental testosterone skin patch can relieve impaired sexual functioning in surgically menopausal women — that is, women who have had their ovaries removed before natural menopause. The report in the Sept. 7 *New England Journal of Medicine* comes from a team led by researchers from the MGH and Watson Laboratories, Inc.-Utah, the developers of the patch.

"We know that women who have gone through menopause after surgical removal of their ovaries have decreased testosterone levels," says Jan Shifren, MD, of the MGH Vincent Memorial Obstetrics and Gynecology Service, the paper's lead author. "This study indicates that women who have experienced a loss of sexual functioning after such surgery may benefit from returning their testosterone levels to normal through use of a testosterone skin patch."

Women produce testosterone in their ovaries and adrenal glands and may require sufficient levels of the hormone for proper sexual functioning. About half of a woman's testosterone comes from the ovaries. Women whose ovaries are removed before menopause lose about half their natural testosterone, along with 80 percent of their natural estrogens.

The randomized, double-blinded study enrolled 75 women who reported dissatisfaction with their sex lives after having hysterectomy and oophorectomy (surgical removal of the ovaries). During the 36-week study, the women went through three consecutive 12-week treatment periods during which they received, in random order, three combinations of skin patches that delivered either a low dose of testosterone, a higher dose (still within the normal range for healthy young women) or a placebo. The women reported greater levels of sexual activity and pleasure and improved overall psychological well-being while taking the higher doses of testosterone.

Shifren and her colleagues have started a larger-scale, national study of the testosterone patch, which has not yet been approved by the Food and Drug Administration. Women who have undergone surgical menopause and are interested in enrolling in the study should call (877) 54-WOMEN for more information.

MGH participates in nationwide forum on end-of-life care

The MGH is joining with organizations across the country to discuss ways to improve end-of-life care. The effort is in conjunction with the Public Broadcasting System (PBS) series "On Our Own Terms: Moyers on Dying," which airs Sept. 10 to 13 on local station WGBH, Channel 2. In this four-part series, Emmy Award-winning journalist Bill Moyers reports on the end-of-life struggles of more than a dozen patients, their families and their caregivers as they deal with the often complicated issues they must endure at the end of life.

Medical, professional and consumer organizations, as well as public television stations have been gearing up since last year to raise the level of awareness of this important issue, using the PBS series as a springboard. The MGH is forming a local coalition under the leadership of Michael Wilson, RN, of the MGH Burn Unit, and Andrew Billings, MD, of MGH Palliative Care Services. The MGH will host a community forum Sept. 14, noon to 3 pm in the Clinics 1 Amphitheater.

The MGH forum, which is sponsored by MGH Palliative Care Services and the MGH Center for Clinical and Professional Development, will feature the following guest speakers: Connie Dahlin, RN, of Palliative Care Services; Ellen Robinson, RN, PhD, an MGH ethicist; Michael McElhinny and Rev. Ana Ruth Higbee-Barzola of the MGH Chaplaincy; Taryn Pittman, MSN, of the MGH's Blum Patient and Family Learning Center; and Wilson. Each speaker will discuss his or her specific discipline in reference to end-of-life issues. A 10-minute film summarizing the Moyer series will be shown, and printed information about such topics as health care proxies, advance directives and resource guides for end-of-life decisions will be available.

"We believe the series will touch people on many levels," says Wilson, who is coordinating the MGH forum. "Our intention is to provide the general public with a resource following the airing of the Moyer's series. We feel that the hospital should be available for discussion and clarification of concerns in reference to where the health care system stands in regard to this important issue."

The MGH will be among many organizations in communities across the country to plan screenings, town hall meetings, training workshops for volunteers and medical professionals, interfaith discussion groups and many other events and activities that will raise public awareness and promote dialogue about these complex issues. ●

Cliff Stewart Scholarship presentation

Cliff Stewart, a former leader of on-site construction services for Walsh Brothers contractors, tragically died recently, but his legacy lives on at the MGH. One way is through the Clifford Stewart Memorial Scholarship, established at the MGH by employees and Stewart's friends and family members. The scholarships are given to employees in construction or related fields who wish to further their education. In the first round, scholarships were presented to three Buildings and Grounds staff members -- Bill Burton, Mike Frondi and Joe Kupczewski -- at a breakfast reception Aug. 31.

"Our intent is to help recipients gain more knowledge and then apply that knowledge to their everyday contributions to the MGH," says Jim Cleary of MGH Planning and Construction. "The three recipients really fit our criteria as individuals dedicated and committed to excellence, who have a thirst for more knowledge as Cliff had. They set a benchmark as the type of candidates we will seek for this scholarship in the future."

Applications for the next round of scholarships will be available in the spring.

From left, Burton, Cliff Stewart's wife, Kathy, Frondi, and Kupczewski with their certificates.

— Architects selected for new ambulatory care building

(Continued from Page 1)

Cambridge Seven Associates is an internationally recognized firm with more than 35 years of experience designing projects for universities, museums, private corporations and local, state and federal agencies. Some of their clients include the New England Aquarium, New England Sports Museum, the MBTA, Logan International Airport and the Harvard Business School.

Michael Fieldman has worked with several hospitals, including Memorial Sloan-Kettering Cancer Center in New York and Staten Island University Hospital. Fieldman has worked closely with the MGH in the past designing the ground floor reconstruction project and the Eat Street Café renovation.

For the next phase of the ambulatory care building project, the architects, along with the planning committee, will work with specific groups within the hospital to identify needs and develop plans. ●

N O M I N A T I O N F O R M

PARTNERS™
HEALTHCARE SYSTEM

2000 Partners In Excellence Award

Thanks to you and your colleagues working together throughout Partners, we have made great gains during the nearly seven years of our partnership. All of us can be proud of the accomplishments of Partners HealthCare System:

- We continue, year after year, to be recognized as national leaders in providing quality patient care. *U.S. News & World Report* has again ranked MGH and BWH, our founding institutions, in its Top Ten National Honor Roll and recognized McLean and Spaulding as national leaders in their specialty areas.
- The PCHI network has grown to include more than 1,000 physicians.
- Partners' leadership role in research improves patient care not only at our hospitals, but also throughout the world. Our research program now totals more than $470 million a year, with more than $1.1 billion committed for future research. Among independent hospitals, MGH and BWH are the top two recipients of NIH funding. McLean is the top recipient among private psychiatric hospitals and Spaulding's research funding continues to grow.
- We continue to attract the best candidates from around the country and worldwide to our academic programs.
- Our cost reduction initiatives have contributed to a 20% decline in costs per patient – in real dollars. The total amount of cost savings to date is more than $250 million.
- Admissions continue to grow. System-wide, we are serving an expanding patient population. In 1999, acute inpatient volume was up by more than 4%. Ambulatory visits increased by 10%.
- Partners' commitment to the community remains strong. We invest $100 million each year in community benefit programs to support innovative public health partnerships, strengthen community health centers and provide care for Medicaid patients and uninsured and underinsured children and adults.

To acknowledge and celebrate these accomplishments, we are continuing the tradition we began in 1996 with the ***Partners In Excellence Award*** program. The program recognizes individuals and teams at all levels of Partners for their "above and beyond the call of duty" contributions that have helped us make so much progress. All employees and medical staff are eligible. *Partners In Excellence* ceremonies will be held in December to honor recipients and thank all employees.

Nominations are based on accomplishments "above and beyond the call of duty" in the following award categories:

- **Quality Treatment and Service** (includes patient care, respect for individuals, customer focus, etc.)
- **Leadership and Innovation** (includes patient care, teaching, research, management, etc.)
- **Teamwork**
- **Operational Efficiency**
- **Outstanding Community Contributions**

Accomplishments in these areas have been central to the continuing excellence of Partners and all its affiliates. Working together, we continue to build one of the nation's premier health care delivery systems. The *Partners In Excellence Award* is designed to spotlight those individuals and teams whose high standards inspire each of us and whose accomplishments enable Partners to provide the highest levels of service and care to the citizens of New England and the world.

N O M I N A T I O N F O R M

PARTNERS™
HEALTHCARE SYSTEM

2000 Partners In Excellence Award

Exemplary accomplishments at all levels of the Partners HealthCare System contribute to our ability to build a strong, viable and customer-focused organization. Because of their "above and beyond the call of duty" contributions to Partners' accomplishments, I would like to nominate:

Name of Individual or Team Being Nominated: (Please write legibly or type) _____

Department: _____ **Employee I.D. #:** (If known) _____

Nominee's e-mail address: _____ **Nominee's telephone #:** (___)_____

Nominee's institution (circle one):
MGH BWH Partners Spaulding McLean Newton-Wellesley PCHI NSMC Faulkner DF/PCC
Health center or other site (if applicable): _____

Team's leader(s) names and information: (***See attached form to list individual team members – Required.***)

(1) _____	_____	_____	(___)_____	
Name	Institution	E-Mail Address	Telephone #	
(2) _____	_____	_____	(___)_____	
Name	Institution	E-Mail Address	Telephone #	

Description of accomplishment(s): Please describe the reason for the nomination on the back of this form, in no more than 400 words, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency.

Award categories: (Please check only one category per nomination.)

- ❑ Quality treatment and service (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and innovation (includes patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational efficiency
- ❑ Outstanding community contributions

Criteria:
The *Partners In Excellence Award* recognizes individuals or teams who have made significant contributions to Partners in the areas of quality treatment and service, leadership and innovation, teamwork, operational efficiency or outstanding community contributions.

All employees in good standing, including medical staff, who work within the Partners HealthCare System and its affiliates, are eligible to receive a *Partners In Excellence Award*. Any employee may nominate any other employee with one exception: Senior management is not eligible for nomination.

Each institution is allocated a set number of team and individual awards. The institution's Human Resources executive chairs a selection committee with representatives from various departments to review that institution's nominations and select the individual and team award recipients.

The individual(s) nominating an individual or team should provide as much detail as possible to describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

PLEASE USE ATTACHED FORM TO WRITE DESCRIPTION

N O M I N A T I O N F O R M

2000 Partners In Excellence Award

Written description should be no more than 400 words.

(Please write legibly. You may also type the description on a separate sheet and attach to the nomination form.)

Nominated by: _____ **Nominator's employee I.D. #: (If known)**_____

Department: _____ **In-house mailing address:** _____

Nominator's institution (circle one):

MGH BWH Partners Spaulding McLean Newton-Wellesley PCHI NSMC Faulkner DF/PCC

Date: _____ **E-mail address:** _____ **Telephone #:** (____)_____

If you have any questions, please contact Partners Employee Programs at (617) 724-9743.

2000 APPLICATIONS SHOULD BE SUBMITTED BY SEPTEMBER 27, 2000 TO:
***Partners In Excellence Award*, Partners HealthCare System, Employee Programs,**
Charles River Plaza, 185 Cambridge Street, Second Floor, Boston, MA 02114-2705 or fax to: (617) 724-0931.

N O M I N A T I O N F O R M

PARTNERS™
HEALTHCARE SYSTEM

2000 Partners In Excellence Award
Team Nomination

Name of Team Being Nominated: (Please write legibly or type) _____

Institution: _____

Team's Leader(s) Name & Information: (**List individual team members below - Required**)

(1) _____ _____ _____ (___)_____
Name | Institution | E-Mail Address | Telephone #

(2) _____ _____ _____ (___)_____
Name | Institution | E-Mail Address | Telephone #

For Administrative Use Only

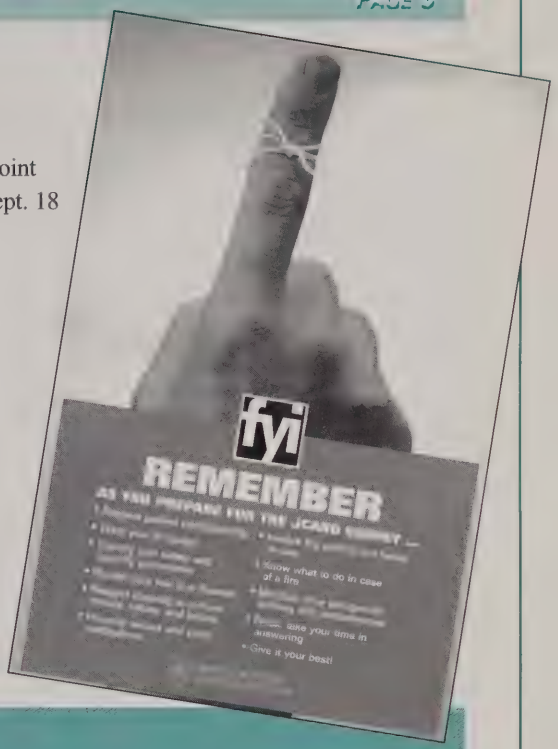
Name of Individual Team Members: **(Required)**	**Institution:**	**Employee I.D. #:**

FYI posters about JCAHO preparation

The most recent poster in the FYI campaign is being distributed throughout the hospital this week. The goal of this poster is to offer MGHers important tips to help prepare for the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey that will take place Sept. 18 to 22. This will be the last poster in the campaign before the survey. Preparation tips include:

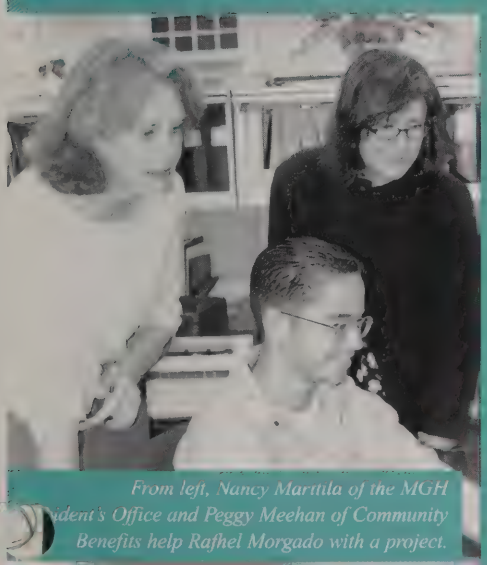
- Respect patient confidentiality.
- Wear your ID badge.
- Comply with safety and security procedures.
- Review your role in a disaster.
- Respect diversity in culture, morals, values and beliefs.
- Properly secure and store medications.
- Involve the patient and family in care.
- Know what to do in case of a fire.
- Maintain your job-specific training and competencies.
- Relax, take your time in answering.
- And give it your best!

For more information about the JCAHO survey, call 726-5109.


fyi
REMEMBER
AS YOU PREPARE FOR THE JCAHO SURVEY ...
Know what to do in case of a fire
Relax, take your time in answering
Give it your best!

Summer jobs expose students to health care

Like most teenagers, Rafhel Morgado isn't sure what he wants to do when he grows up. Working in the MGH President's Office this summer, however, helped Morgado get closer to deciding. Thanks to the Partners Summer Jobs Program, sponsored by Partners Human Resources, Morgado, along with 75 other high school students, worked all summer long at various Partners institutions.



From left, Nancy Marttila of the MGH President's Office and Peggy Meehan of Community Benefits help Rafhel Morgado with a project.

Morgado considers himself lucky to have found a summer job that gave him such good experience working in an office. "I'm still trying to figure out what I want to do after I get out of school," says Morgado. "But working here this summer, I discovered that I do like health care. I don't want to be a doctor, but maybe I could do something in administration or finance. The main thing is that I like to work with people. I'm definitely a people person."

Among Morgado's duties working for James L. Mongan, MD, MGH president, were typing, filing and data entry. Under the mentorship of Nancy Marttila in the President's Office, Morgado helped coordinate Mongan's reception for minority house officers in July.

"Rafhel was an integral part of putting the reception together," says Marttila. "He created a database, did the invitations and placed follow-up phone calls. With his help we pulled off a nice event. Rafhel has been great to work with. He is very polite and pleasant to be around, and he is extremely bright. If he is any measure of the caliber of students participating in the Summer Jobs Program, then we had an excellent group working with us this summer."

Henry Ryan of Partners Human Resources confirms that the group of high school students who worked with the program were eager and interested. "We are very proud of how well this program is running," says Ryan. "We've been doing this for 10 years now, and it really is a win-win situation. Our organization receives much-needed help during the busy employee vacation months, and these teenagers get an opportunity to earn money and develop some meaningful job skills. They also get exposure to the health care industry, which may ultimately lead them to choose a related profession as their future career.

Partners, along with Bulfinch Temporary Services, works with the city of Boston and the Boston Private Industry Council to attract students from the Boston public school system. According to Ryan, Partners is one of the top companies in the area to hire students for the summer. Partners also is collaborating with the Brookline Summer Careers Project to help improve the Summer Jobs Program in the coming years to make the job experience more meaningful for both the students and Partners hospitals.

For more information about the Summer Jobs Program, call 724-6457

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MGH HOTLINE

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WHAT'S HAPPENING

Worklife seminars

The Employee Assistance Program (EAP) will present a Work/Life seminar about "Achieving Balance," Sept. 14, noon to 1 pm in the Wellman Conference Room. The speaker will be Allison Lilly, LICSW, CEAP, of the EAP. This seminar will help participants identify strategies for prioritizing responsibilities and satisfying various roles at home and at work. For more information, call 726-6976.

MGPO quarterly meeting

All physicians and staff are invited to attend the Massachusetts General Physicians Organization quarterly meeting, Sept. 13, 5 to 6:30 pm in the O'Keeffe Auditorium. Refreshments will be served. For more information, call 724-9080

CIMIT forum resumes

The Center for Innovative Minimally Invasive Therapy (CIMIT) will resume its forum series Sept. 12, from 2 to 4 pm in the Wellman Conference Room. Each month this fall, CIMIT will review the accomplishments and goals of its programs. The first session will discuss "Acute Stroke: New Directions in Treatment." Speakers will include Walter J. Koroshetz, MD, and Lee H. Schwamm, MD, of MGH Neurology; and David A. Boas, PhD, and Gilberto Gonzalez, MD, PhD, of MGH Radiology. Future forums will be held each Tuesday, 2 to 4 pm in the Wellman Conference Room. For more information, visit the CIMIT website at *www.cimit.org* or call Melanie Sage at 724-9227.

Pri-Med East 2000 conference

The sixth annual Pri-Med East conference will be held Sept. 15 through 17 at the Hynes Convention Center. Physicians may earn up to 16 hours of Category 1 AMA credit and may attend one or all three days of the conference. For more information or to register, call 977-4PRI-MED or visit *www.primed.com.*

HOPES seminars

The MGH HOPES (Helping Our Patients/Families through Education and Support) program will offer "Bone Marrow/Stem Cell Transplant: A Discussion," facilitated by Cathleen Poliquin, NP, MSN, of the MGH Bone Marrow Transplant Unit, Sept. 19. "Ovarian Cancer: The Male Perspective: A Discussion for Husbands and Partners," facilitated by John Magnan, will be offered Sept. 21. All seminars are held from noon to 1 pm in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

Heart walk

The MGH will participate in the annual Heart Walk for the American Heart Association, Sept. 23 at 10 am. Participants may walk 1-, 3- or 6.2-mile (10K) routes along the Charles River. Registration begins at 9 am at Lederman Field on the Esplanade. There will be several teams of 10 walkers each, and the event is open to all. For more information, call David Read at 724-0361.

Bowditch Prize reminder

Nominations for the Nathaniel Bowditch Prize are due by Sept. 30. The $5,000 prize will be given to a person — clinician or nonclinician — who has made a significant contribution to improving quality of care at the hospital while reducing the cost of such care. Nomination forms are available in the Main Lobby, the Blum Patient and Family Learning Center, the Bigelow 10 nursing office and the MGPO office on Bulfinch 2. All nominations should be submitted to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information, call 726-8254.

Academic leadership skills lecture

The HMS Joint Committee on the Status of Women will sponsor a lecture about "Academic Leadership Skills for the 21st Century," Sept. 14, from 4 to 6 pm at the MEC Amphitheater, 260 Longwood Ave. Anne Young, MD, PhD, chief of MGH Neurology, will be among the speakers, who were chosen for their outstanding leadership skills and strong commitment to supporting the advancement of women. An informal reception will follow.

ID badges and JCAHO survey

To help patients, visitors and fellow MGHers identify MGH employees, and to comply with state law, hospital regulations and the guidelines set by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the Department of Police and Security reminds all employees to wear their photo ID badges. All employees also should wear the red cards issued with their ID badges, which include emergency information.

Employees who need a photo ID may visit the photo ID office, located in the Clinics Basement, between 8 am and 4 pm daily. Bulk supplies of red cards and ID badge chains also may be ordered. To order supplies, call Debbie Routhier at 724-4337.

For more information, call 724-3916.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
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MGH Public Affairs Office
(617) 726-2206

September 15, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Back to school surprise for MGH patient

MGH patient Patricia Percoco desperately wanted to take her 5-year-old son Ricky to his first day of kindergarten last week. However, because she has been hospitalized for most of the last eight months, her chances were slim of participating in this momentous occasion in her young son's life. But thanks to the kindness and perseverance of her nurse and case manager, Percoco got to see Ricky off to school.

Percoco suffers from severe complications of gastric bypass surgery she had 10 years ago. She had spent several months at a community hospital earlier this year and was transferred to the MGH two months ago. Under the care of MGH thoracic surgeon, John Wain, MD, Percoco has undergone two surgeries to repair damage to her esophagus and intestines.

Without the surgeries, Percoco could have died. She now is nourished through intravenous tubes and requires constant care. Her caregiver team expects her to be in the hospital for at least another month.

Despite Percoco's condition, Julie Goddard, RN, and case manager Roberta Nemeskal worked together to arrange for a van specially equipped with a wheelchair lift to take Percoco to her home in Lowell the morning of Sept. 5, so that she could send Ricky off to school with a hug and a kiss.

"I missed seeing my stepson off to his first day at school because I had to work, and he lives in Maine," says Goddard. "I felt terrible about it. And

(Continued on Page 2)

Left photo: Percoco and her son, Ricky. Right photo: from left, Goddard, Percoco and Nemeskal.

Say cheese: winners of photography contest

MGHers showed their artistic talent in the annual MGH photography contest. Below are two of the prize-winning photographs. *Left,* a photograph of a wedding party that Eric Legome, MD, of MGH Emergency Services, stumbled across in an outdoor amphitheater in San Francisco. *Right,* a photograph of a Sambuiu girl in Kenya, taken by Diane Lester of MGH Radiology, during her 1999 safari trip. ●

— Back to school surprise for MGH patient

(Continued from Page 1)

then I thought about Patty and realized that she must be beside herself not being able to see Ricky off to school." So Goddard consulted with Nemeskal to see if it was possible for Percoco to go home for a few hours.

Nemeskal set to work making phone calls. She got a physician's order from Wain for Percoco's transfer. The Case Management Department paid for the chair lift car and driver from the American Medical Response (AMR) ambulance services. Because Percoco needed medical supervision for her day trip, Goddard came in on her day off to escort her. Ellen Kinnealey, RN, from Biomedical Engineering, arranged for a backup pump for Percoco's IV. From beginning to end, Percoco's three hours away from the hospital went smoothly. AMR even offered to take Ricky to school, so that Percoco could watch him walk into his class.

"I believe anything can be done here," says Nemeskal. "You just need to know who to call. I'm thrilled with how it all worked out."

Thrilled isn't a strong enough word to describe how Percoco felt when she was able to see her son walk into school. "It was so wonderful," says Percoco. "I don't know how they did it, but I'm just glad I got to see him off. I miss my whole family terribly."

According to Wain, Percoco's trip didn't hurt her condition, and it did a lot to help her morale. "Her trip home revitalized her after her long hospitalization and will make the remainder of her time here, which we hope will be short, much more tolerable," he says. "Great credit goes to Ms. Goddard and Ms. Nemeskal for making it happen."

And for Goddard who took photos of the joyous event *(See Page 1, photo on left)*, she won't forget the experience. "It was one of the best things I have done in my nursing career so far," she says. "I'm so glad it worked out."

JCAHO survey to begin

The Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) will begin its triennial survey of the MGH Sept. 18. The survey is scheduled to end Sept. 22. The JCAHO surveyors, who will be identified by ID badges and usually escorted by MGH staff, may question employees about aspects of their jobs and may question patients about their care.

According to Maryanne Spicer, chair of the hospitalwide JCAHO steering committee, MGHers have been working hard to prepare for the survey. "Employees and staff have been giving it their best to get ready for this survey," she says. "We want to encourage employees to answer the surveyors' questions as best and as completely as they can. If they don't know an answer, it is acceptable to say they don't know. I'm confident that we will do well in the survey because of the hard work and dedication of all of our employees throughout the hospital."

For more information about the survey, call 726-5109. To access back issues of the FYI papers to help prepare for the survey, visit *http://is.partners.org/mghfyi/fyi.htm.*

Cosimi, right, meets Pope John Paul II at transplant forum.

MGH transplant team participates in international transplantation forum

Members of the MGH Transplant Unit played a prominent role in the International Congress of the Transplantation Society held Aug. 27 to Sept. 1 in Rome. Megan Sykes, MD, was elected to the Society Council, joining David Sachs, MD, director of the MGH Transplantation Biology Research Center, and A. Benedict Cosimi, MD, chief of the MGH Transplant Unit, on the 12-member governing board. The biannual congress is the premier forum for the presentation of basic and clinical research related to organ transplantation. Members of the MGH Transplant Unit presented five invited lectures, 28 oral presentations and chaired six of the 42 forum sessions.

Pope John Paul II visited the Congress to offer the support of the Roman Catholic Church for organ donation and transplantation. He endorsed the need for basic and clinical research in transplantation. Cosimi *(shown above with Pope John Paul II)* and Sachs had the opportunity to meet the pontiff personally at the Congress.

MGH Vital Signs: FY 2000 third-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1999
Net Patient Service Revenue	593.6	30.0	519.7
Research Revenue	196.6	8.9	175.0
Other Operating Revenue	57.3	8.1	49.3
Total Revenue	847.5	47.0	744.0
Salary and Benefits	313.0	6.8	296.3
Supplies and Outside Services	188.1	12.2	168.3
Other Operating Expenses	181.0	3.7	170.4
Direct Research Expenses	138.4	5.8	122.3
Total Expenses	820.6	28.6	757.3
Current Operating Gain / (Loss)	26.9	18.4	(13.0)
Restructuring Charges	0.0	0.0	(0.3)
Prior Year Adjustments	8.3	0.0	10.3
Gain / (Loss) from Operations	35.1	18.4	(3.0)
Non-Operating Gains / (Losses)	33.8	23.3	6.5
Net Gain / (Loss)	69.0	41.7	3.6

Financial overview: The hospital's strong rebound from last year's operating loss continued in the third quarter, leading the MGH to report an operating gain of $35.1 million year-to-date. Net patient service revenue was $30 million better than budget, as a result of the hard work of employees who have been managing high volume in both inpatient and outpatient areas. Indirect research revenue produced a $1.5 million favorable variance in the third quarter and $3.1 million year-to-date, mainly from growth in research activity and positive negotiations with the National Institutes of Health. Revenue growth outpaced expense increases in the third quarter.

Admissions remained very strong in the third quarter, favorable by 1,765, while observation stays were below budget by 835. Total inpatient activity remained well above budgeted levels.

Length of stay (LOS) was slightly above budget at 5.93 days, compared with a budget of 5.90 days. The hospital continues to focus on reducing LOS for the remainder of 2000 and moving into 2001.

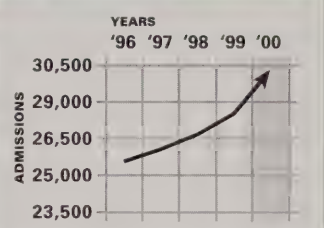
Average daily census was above budget by 40.

Outpatient visits have been strong throughout FY'00, with volume remaining well above budget and FY'99 levels. Ancillary revenues continue to grow and remain a key driver of outpatient net revenue.

Admissions

FY '00 actual:	30,430
FY '00 budgeted:	28,665
FY '99 actual:	28,117
Patient days	180,331
Inpatient Surgeries	13,272
Births	2,265

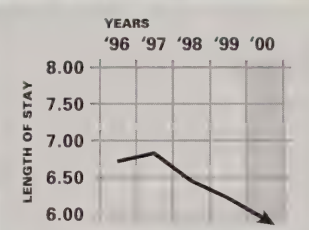
Five-year trend



Length of stay

	Days
FY '00 actual:	5.93
FY '00 budgeted:	5.90
FY '99 actual:	6.24

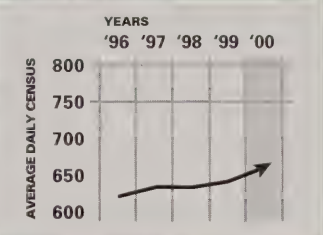
Five-year trend



Average daily census

FY '00 actual:	658
Average beds in service	855
Occupancy rate	77%
FY '00 budgeted:	618
FY '99 actual:	641

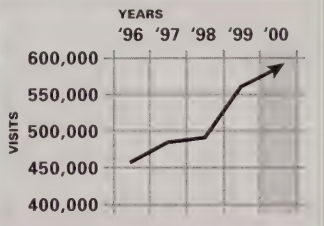
Five-year trend



Outpatient visits

FY '00 actual:	573,982
Clinic visits	308,524
Health center visits	212,467
Emergency visits	52,991
FY '00 budgeted:	537,252
FY '99 actual:	530,106
Outpatient Surgeries	10,423

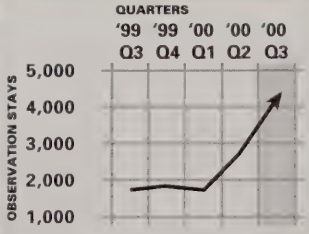
Five-year trend



Observation stays

FY '00 actual:	4,144
FY '00 budgeted:	4,979
FY '99 actual:	5,231
Chemotherapy infusion	627
Routine post-procedure recovery	1,273

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

PIE award nominations
Nomination forms for the 2000 Partners in Excellence awards now are available. Individuals or teams who consistently go beyond the call of duty in quality treatment and service; leadership and innovation; teamwork; operational efficiency; or outstanding community contributions are eligible for nomination. To complete a nomination form, visit *http://intranet.partners.org/pie/*. Forms also are available from managers and supervisors. Nominations are due by Sept. 27. For more information, visit the web site, send email to *partnersinexcellence@partners.org,* or call 724-9743.

Genomics Approaches to Common Diseases
"Genetic Analysis of Insulin-like Signaling in *C. Elegans,"* the next lecture in the Genomics Approaches to Common Diseases series, will be offered Sept. 26, 4 to 5 pm in the Haber Conference Room (across from the O'Keeffe Auditorium). Gary Ruvkun, PhD, will describe the use of a genetic model system — the worm *C. elegans* — to characterize the evolutionary conserved pathway of insulin signaling. His work reveals both the use of genome sequence and genetics to probe biology and also the power of cross-species comparison in the era of complete genome sequences. Registration is recommended. To register, visit *www.crnet.harvard.edu* or call Alison Simmons at 726-1669.

Clinical Research Program seminar series
The Clinical Research Program will offer "The Impact of Genomics on Health Care," Sept. 20, 11:45 am to 1 pm in the Wellman Conference Room. William Crowley, MD, chief of the MGH Reproductive Endocrine Unit, will discuss the impact of genetic research on academic health centers and health care in general over the next five to 10 years. Dessert and beverages will be served. This lecture qualifies for 1.2 CEUs for registered nurses. To register, call 726-1669.

Conference on medical speech language pathology
The graduate program in Communication Sciences and Disorders at the MGH Institute of Health Professions and the Speech Language Pathology Departments at the MGH and Spaulding Rehabilitation Hospital will co-sponsor the third annual Conference on Medical Speech Language Pathology, Oct. 6, from 8 am to 4:45 pm at the Shriners Burns Hospital Auditorium. "Reconsidering Clinical Aphasiology: How we got here and what we might do about it," will be presented by Robert T. Wertz, PhD, of VA Medical Center, Vanderbilt University School of Medicine. There will be a panel discussion. Registration is required by Sept. 29, and the cost is $135 for Partners employees. This course qualifies for 0.6 CEUs. For more information, call 724-6313 or send e-mail to *glof@partners.org.*

Kenneth B. Schwartz rounds
All MGH care providers are invited to attend the Kenneth B. Schwartz Rounds, Sept. 29, 11:30 am to 1 pm in the Walcott Conference Room. Lunch will be provided beginning at 11:15 am. The rounds will feature a discussion about "Medical Mistakes: A Workshop on Personal Perspectives," led by Wendy Levinson, MD, professor at the University of Chicago. Nursing and social work CEUs and Category 1 CME and risk management credits are available. Participants must register by Sept. 25. To register, call 4-6862.

Weight management class
MGH Nutrition Services will offer a 10-week weight management class entitled "Winning at the Losing Game," beginning Oct. 3, 5:30 to 7:30 pm. The class meets every Tuesday and includes nutrition education by a registered dietitian, an exercise program supervised by a physical therapist and martial arts instructor and behavioral modification to assist with lifestyle change. The class costs $225 for MGH employees and is limited to 15 participants. For more information, call 726-2779.

Nourishing newborns
The Employee Assistance Program (EAP) will offer the seminar, "Nourishing Your Newborn," Sept. 21, 1 to 2 pm, in VBK 401. Germaine Lambergs, an MGH lactation consultant, will present the latest information about breastfeeding. This seminar is for expectant parents, new parents or employees considering having children. For more information, call the EAP at 726-6976.

Science fair mentors
The MGH/Timilty Partnership still needs science fair mentors. Mentors meet with students at the MGH on seven Friday mornings between October and January. Orientations for new mentors will be held Sept. 19, 8 am to 1:30 pm in the Walcott 2 and 3 Conference Rooms and Oct. 3, 8 am to 1:30 pm at CNY in Conference Room A. For a Science Fair Program schedule, visit: *http://timilty.boston.k12.ma.us/mgh/SCvolunteers.htm,* call the MGH/Timilty Partnership Office at 724-3210 or send e-mail to *timilty@partners.org.*

IN GENERAL

Ronald G. Tompkins, MD, chief of the MGH Trauma, Burns and Critical Care Service, recently was installed as the president of the American Burns Association. Tompkins also is chief of staff at Shriners Burns Hospital.

MASSACHUSETTS GENERAL HOSPITAL

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September 22, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH wins employee blood drive challenge

The MGH won the MGH/BWH Employee Blood Drive Challenge with 586 employees donating much-needed blood during the three-week contest. BWH also came in with a high number of 232.

The challenge was meant to encourage employees at both hospitals to help the MGH and BWH Donor Centers meet the blood needs of patients during the long Labor Day holiday weekend, when donations are traditionally low.

Both hospitals exceeded their goal of 200 employee donors. Because of the good turnout, both hospitals ran out of Employee Blood Drive Challenge T-shirts. Another order has been placed so that all employee donors will receive the special thank-you gift.

"Patients at both hospitals were definitely the big winners during the challenge," says Joyce Foley of the MGH Blood Donor Center. "The increase in donations couldn't have come at a better time, with blood supplies regionally and nationally at an all-time low. We also increased our employee donor base significantly over the three-week period. We hope that these new donors will continue to give throughout the year."

Nationally, blood supplies have plummeted dramatically this summer. This week, the American Red Cross issued a national appeal for donors to overcome blood shortages. According to the Red Cross, which handles half of the nation's blood supply, the organization had less than the standard three days' supply on hand nationally. Regionally, the local Red Cross reported having only a half-day blood supply.

For more information about how to donate blood, call the MGH Blood Donor Center at 726-8171.

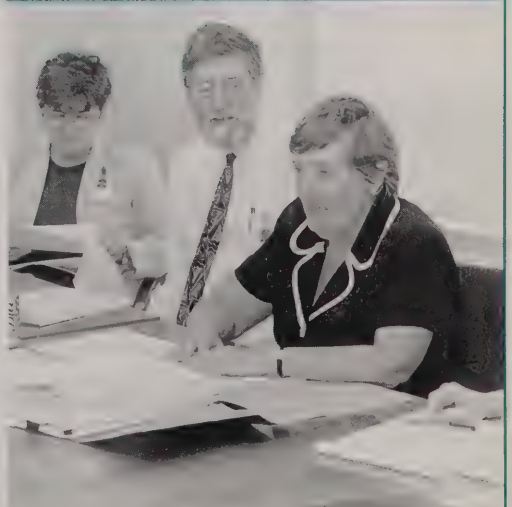
From left, Kim Cronin, Joyce Foley and Kate Greally of the MGH Blood Donor Center.

JCAHO surveyors inspect the MGH

Members of the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) survey team traversed the MGH this week, inspecting inpatient and outpatient areas, meeting with hospital management and questioning MGHers about hospital policies and procedures. The JCAHO survey takes place every three years.

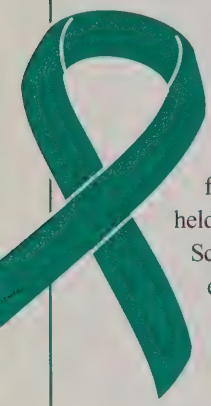
According to Maryanne Spicer, chair of the hospitalwide JCAHO steering committee, this week's survey has been going well. The hospital will receive the final results from JCAHO some time in the next few months. See next week's issue of *Hotline* for more details about the survey.

At right, members of the hospital's JCAHO steering committee review final preparations for the survey.

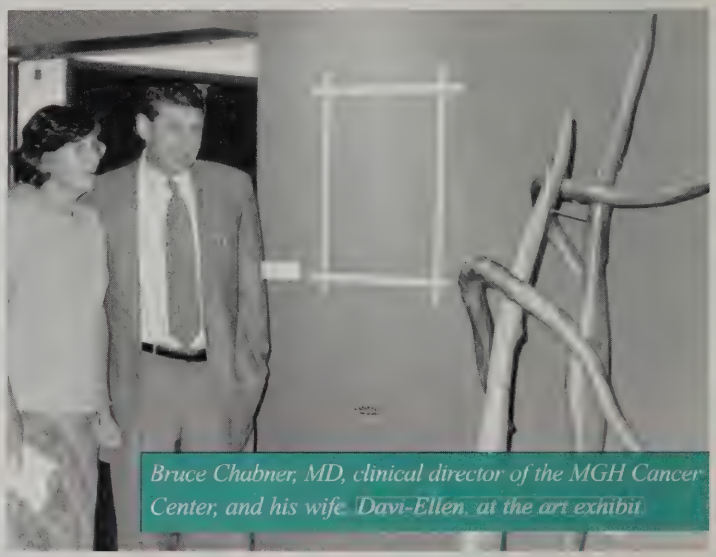


Recognizing National Gynecologic Cancers Awareness Month at the MGH

September is National Gynecologic Cancer Awareness Month, which aims to raise public awareness of such diseases as cervical and ovarian cancer. At the MGH, much is being done to help this cause — in patient support, research and education. The following is an overview of some of the MGH activities focused on the fight against ovarian cancer.



Patient support: O.C.E.A.N. (Ovarian Cancer Education and Awareness Network) is a group of ovarian cancer survivors and supporters at the MGH, whose mission is to increase awareness, provide education and raise money for research. Together with the MGH, O.C.E.A.N. recently held an Ovarian Cancer Awareness reception at the Museum of Science, which included an exhibit entitled "body image~body essence." Sculptor John Magnan, whose wife, Mary, was treated at the MGH for ovarian cancer, created the exhibit. Magnan's collection of 15 sculptures depict the emotions and experiences of women with ovarian cancer. In addition, six pieces of Magnan's sculpture appeared at St. John Boutique on Boylston Street, with a portion of the proceeds from sales to benefit ovarian cancer research at the MGH. The public may view the exhibit Sept. 12 through Oct. 9 at the Museum of Science. For information about the exhibit, visit *www.bodyimage~bodyessence.com.* For more information about O.C.E.A.N., call (888) 206-5006.



Bruce Chabner, MD, clinical director of the MGH Cancer Center, and his wife, Davi-Ellen, at the art exhibit

Research: Research is being conducted both at the MGH and nationwide to help find the causes and possible cures for ovarian and other gynecological cancers. New screening tools are being tested nationally to find a better way to detect ovarian cancer before it spreads, which makes treatment more difficult. New surgical techniques, including many that are minimally invasive, are being developed and are in trial stages at the MGH, particularly through the Center for Minimally Invasive Therapy. Minimally invasive techniques to monitor patients' change in disease status also are being tested. In addition, new chemotherapeutic agents and combinations of drug treatments are being tested to treat both newly diagnosed women with ovarian cancer and women with advanced disease.

"There always are new things coming into the picture and hopefully together they will hit a home run as far as diagnosis and treatment are concerned," says Maria Roche, MS, RNCS, of the MGH Gillette Center for Women's Cancers. "Especially with the new research being done in gene therapy and immunotherapy, the future of ovarian cancer treatment looks promising."

Education: The MGH Cancer Center's HOPES (Helping Our Patients/Families through Education and Support) program will offer "Clinical Trials in Ovarian Cancer," Oct. 29, noon to 1 pm in the Cancer Resource Room on Cox 1. This seminar, facilitated by Karen Borden, RN, NP, and Maria Roche, RN, NP, of the Gillette Center for Women's Cancers, will discuss the latest in ovarian cancer trials at the MGH. In addition, a health fair with information about various women's cancers, including breast cancer, will be held at the MGH Oct. 20 in the Main Corridor. In recognition of the fight against ovarian cancer and other gynecologic cancers, teal-colored ribbons — symbolizing the cause — are available during September in the Gillette Center for Women's Cancers at the MGH, located on Cox 1. For more information about ovarian cancer, visit the Cancer Resource Room. ●

Respiratory Care Week at the MGH

Above, from left, Patty Harron, RRT, Michael Underwood, RRT, and Pam Brown-Early, RRT, of Respiratory Care Services, recently hosted an information table in the Main Corridor to recognize national Respiratory Care Week.

Celebrating the MGH Cancer Center's HOPES program

With a diagnosis of cancer, patients and families often experience a variety of emotions and sometimes an overwhelming feeling of loss and confusion. Many times, they may have questions or concerns about their diagnosis and treatment and may not know where to turn for answers.

To help support patients and families through the difficulties of cancer treatment, the MGH Cancer Center, in collaboration with MGH Social Services, created the HOPES (Helping Our Patients and Families through Education and Support) program three years ago. The program and its staff commemorate the third anniversary of HOPES this month and recently celebrated with an appreciation luncheon Sept. 13 for the committees that comprise the program.

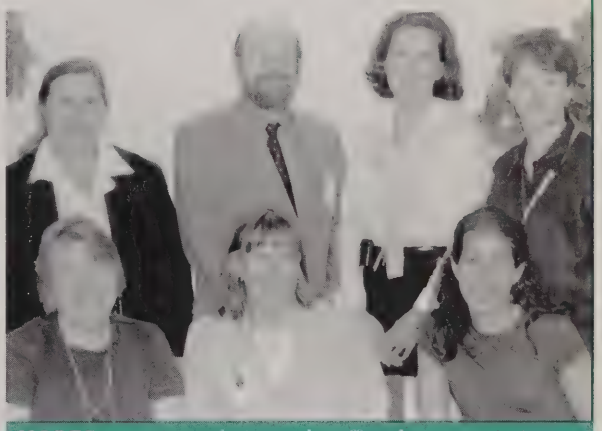
At the luncheon, Bruce Chabner, MD, clinical director of the MGH Cancer Center, thanked all of the committees for their hard work with the HOPES program. "It is so important for us to continually enhance the type of care we give to our patients," he said. "This group keeps us focused on that effort and helps us to move forward."

For patients who come to the Cancer Center, the HOPES program offers a variety of resources, including the following:

- The Cancer Resource Room offers walk-in access to information about cancer care, treatment and wellness and is a clearinghouse for MGH and community resources.
- Educational and wellness seminars are offered to patients and families on various topics such as clinical trials, eating hints and symptom management.
- Support groups offer an opportunity for patients and families to get support, share information and learn how others cope with cancer.
- The Network for Patients and Families matches current MGH Cancer Center patients and families with cancer survivors to help give current patients advice and support from someone who has gone through treatment.
- Patient education materials are collaboratively developed and distributed by staff to help patients understand their diagnosis and treatment.
- Complementary therapies such as yoga, relaxation/visualization techniques and acupuncture are made available to patients.
- Oncology social workers are available to provide individual and family counseling.
- A chaplain who specializes in helping oncology patients provides for the spiritual and religious needs of patients and their families.

Six committees oversee and coordinate all aspects of the HOPES program. The committees have representation from all disciplines within the Cancer Center, including physicians, nurses, social workers, physical therapists, dietitians and support staff, as well as some patients and family members.

"Everyone who participates in the HOPES program should be applauded for doing such a wonderful job," says Katie Binda, LICSW, director of the HOPES program. "These people do this work in addition to their day-to-day jobs, which also are so important to our patients." ●



HOPES committee chairs and staff at the appreciation luncheon. Back row, from left, Sally Hooper, LICSW; Mike McElhinny, MDiv; Katie Binda, LICSW; and Sue Andrew, LICSW. Front row, from left, Liz Johnson, RN; Debbie Essig, LICSW; and Joelle Reed. Not shown are Joan Agretelis and Lisa Sohl, RN.

Nathaniel Bowditch prize for improving care

Nominations are being accepted for the inaugural Nathaniel Bowditch Prize. The $5,000 prize will be awarded to any clinician or nonclinician who has made a significant contribution to improving quality of care at the MGH while reducing the cost of such care.

The award was established by Charles and Nancy Munger through the Alfred C. Munger Foundation to honor Nathaniel Bowditch (1773 - 1838), a pioneer in celestial navigation. Bowditch had two sons who were important figures in the history of the MGH.

All nominations (see right) should be submitted by Sept. 30 to Andrew Warshaw, MD, White 506.

Nathaniel Bowditch prize nomination

I would like to nominate _____

Nominee's department _____

Nominee's phone number _____

In 150 words or less, describe the contribution made by the individual (or team) nominated and explain how his or her contribution has improved quality and reduced cost of care. (Attach additional page if necessary.)

_____

_____

_____

Your name _____ Phone number _____

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MGH HOTLINE

WHAT'S HAPPENING

Partners in Excellence awards
There still is time to submit nominations for the Partners in Excellence Awards. To obtain a nomination form, visit *http://intranet.partners.org/pie/* from any Partners work station. For more information, call 724-9743.

Clinical research studies seminar

The Clinical Research Program will sponsor "Conducting Clinical Research Studies," a seminar for clinical research coordinators with less than six months experience, Oct. 11, 8:30 am to 5 pm in the Wellman 101 Conference Room. The speaker will be Lorraine Ellis, MS, MBA, president of Research Dynamics, Inc. This program includes instruction in the site's role in the drug development process, the roles and responsibilities of research staff, good clinical practice and study conduct and audits. This course awards 8.4 CEUs for registered nurses. Enrollment is limited, and registration is required. To register, visit *http://crnet.mgh.harvard.edu* or call Alison Simmons at 726-1669.

Crohn's disease and colitis support group

The Crohn's and Colitis Foundation of America (CCFA) will hold family and patient support meetings on the second Thursday of each month in the Thorn room at BWH. The next meeting will be Oct. 12. For more information, call Joanna Hedstrom at 355-2712 or send e-mail to *hedstrom@hub.tch.harvard.edu.*

HOPES seminars

The HOPES (Helping Our Patients/Families through Education and Support) program will offer "Parenting in Challenging Times: A Drop-in Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, Sept. 26, 11 am to noon. "Fear of Death: Spiritual Resources," facilitated by Michael McElhinny, MDiv, of the MGH Chaplaincy, also will be offered Sept. 26, noon to1 pm. On Sept. 27, "Feeling Stressed? Some Simple Steps to Relax," facilitated by Vicki Cotton, MSW, of MGH Social Services, will be offered from noon to 1 pm. "Clinical Trials in Ovarian Cancer," facilitated by Karen Borden, RN, NP, and Maria Roche, RN, NP, of the Gillette Center for Women's Cancers, will be offered Sept. 29, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES Program at 72-HOPES.

Longwood Symphony Orchestra

The Longwood Symphony Orchestra (LSO) returns to Jordan Hall Oct. 21 at 8 pm with a concert to benefit The Children of Chernobyl Relief Fund. The LSO is an ensemble comprised of Boston-area physicians, hospital staff and medical students who perform benefit concerts. Distinguished Boston Symphony Orchestra (BSO) flutist Jacques Zoon, as well as Boston Conservatory conductor and BSO cellist Ronald Feldman, will join the LSO for this concert. Tickets are $20. For tickets, call the LSO at 332-7011 or the Jordan Hall box office at 536-2412.

Professional development series

Partners Corporate Training and Human Resources will offer the Professional Development Series for managers and supervisors, with selected courses open to all staff. Fall courses include: "MGH New Manager Orientation," Oct. 18; "Coaching Your Employees to Grow," Oct. 24; "Franklin-Covey: What Matters Most," Nov. 30 and Dec. 8; "Peoplesoft Training," Nov. 3; and "Performance Management," Oct. 12 and Nov. 1. To register or to review the entire course listings, visit *http://is.partners.org/hr/training/index.html*, or send e-mail to *training@partners.org.* For more information, call 726-2230.

IN GENERAL

Daphne J. Holt, MD, PhD, of MGH Psychiatry, recently was named a National Institute of Mental Health (NIMH) "Outstanding Resident of the Year." Holt, among 10 awardees from around the country, was honored for her outstanding clinical and research career. The award includes a 30-day trip to the NIMH in Washington.

William M. Kettyle, MD, an MGH staff physician, recently was named medical director of MIT Medical. Kettyle has served as associate medical director since 1995 and has worked in the department for seven years. He will serve as an adviser to the MIT president and administration on health standards and concerns.

Arthur L. Boland, MD, of MGH Orthopædics, recently received the Mr. Sports Medicine Award at the 26th annual meeting of the American Orthopædic Society for Sports Medicine.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 724-6433; or
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by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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MGH Public Affairs Office
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September 29, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Wage and salary program announced

The MGH this week announced a fiscal year 2001 wage and salary program that includes a performance-based increase, ranging from 0 to 6 percent. This year's General Hospital program is funded at 4 percent, an increase over last year's 3 percent. Those who are above the maximum of their pay range are eligible for a bonus of 0 to 4 percent. The Massachusetts General Physicians Organization is following a similar approach.

In a letter distributed to employees this week, James J. Mongan, MD, president of the MGH, noted the extraordinary efforts of employees to deliver the best care and services to patients.

"Because we are having a financially successful year, we are pleased to be able to increase the funding of the wage and salary program," says Mongan. "This is one small way we can show appreciation to our employees for all of the hard work they've done to manage the increase in patient care activities while maintaining high quality and holding down costs."

Employees are eligible for a pay increase on their hire anniversary date. A completed performance appraisal is required before any increase or bonus is processed.

According to Jeff Davis, senior vice president for Human Resources, the hospital will be able to fund 350 new positions in fiscal year 2001. An increase in tuition reimbursement also is being implemented that will bring the maximum reimbursement to $2,000. Reimbursement for certain job-related certificate programs is being offered to further assist employees who are working toward advancing their careers at the hospital.

In addition, the MBTA subsidy provided to employees who purchase a T-pass is being increased to help offset the recent increase in MBTA rates *(see article, Page 2).*

Employees and staff who have questions about the wage and salary program are encouraged to speak to their supervisors. ●

JCAHO survey team completes MGH visit

Michael Sills of Blake 11 seemed a little nervous sitting next to the surveyor from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) last week. He wasn't sure how to respond to the surveyor's question: "What do you call this seat next to me? Is it warm?" He responded: "Well, I guess we can call it the hot seat." Everyone in the room laughed.

Sills and the rest of the Blake 11 staff were surprised and relieved that the surveyor, Joanna Magdo-Polenz, MD, used a sense of humor to break the tension during what is considered one of the most intense visits from an outside organization the hospital experiences. Like many hospitals around the country, the MGH invites the JCAHO to review all hospital programs and facilities because many third-party payors such as Medicare require JCAHO accreditation for participation.

(Continued on Page 2)

MGHers at work under the watchful eyes of JCAHO surveyors during the recent inspection.

MGH announces increase in MBTA pass subsidy

The MGH is pleased to announce a significant increase in the T-pass subsidy to correspond with the recent MBTA fare increase. Effective in time for the November 2000 passes, the subsidy will increase from the current level, which ranges from 8 to 22 percent (depending on zone purchased), to a flat subsidy of approximately 26 percent. Deductions will continue to be taken on a pre-tax basis.

Below is a summary of the new rates. For more information or to sign up for the subsidy program, call Dave Jackson at 724-2819.

Employee T pass prices

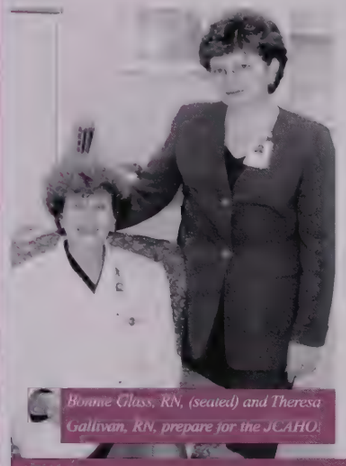
(effective Nov. 1)

	Regular Cost	Employee Cost
BUS	$25.00	$18.00
SUBWAY	$35.00	$26.00
COMBO	$57.00	$42.00
COMBO +	$63.00	$46.00
ZONE 1	$85.00	$63.00
ZONE 2	$94.00	$70.00
ZONE 3	$102.00	$75.00
ZONE 4	$119.00	$88.00
ZONE 5	$136.00	$100.00
ZONE 6	$145.00	$108.00
ZONE 7	$153.00	$113.00
ZONE 8	$159.00	$118.00
ZONE 9	$169.00	$125.00
BOAT	$169.00	$125.00

— JCAHO survey ends

(Continued from Page 1)

Ultimately, the Blake 11 inspection went well. Magdo-Polenz, who also is a practicing psychiatrist, toured the unit and then met with an interdisciplinary team of caregivers. She asked tough questions about adverse drug reactions, the environment of care standards, the use of restraints on patients and performance improvement efforts. Magdo-Polenz also reviewed a randomly selected patient chart and asked several staff members about this particular patient's plan of care. This same scenario played out on other inpatient units and in the ambulatory areas during the week.



Bonnie Glass, RN, (seated) and Theresa Gallivan, RN, prepare for the JCAHO.

Despite the anxious anticipation among staff and employees, many MGHers felt that the inspection was a constructive educational experience. "It really is a good opportunity to hear staff talk about what they do every day," said Bonnie Glass, RN, associate chief for Patient Care Services, who helped escort some of the surveyors to the units. "We rarely have an opportunity to spend an entire week evaluating our processes. It really has been powerful. The work our staff does is so good and is at such a high level. It has been gratifying to see it firsthand in this kind of forum."

James J. Mongan, MD, president of the MGH, said that the hospital had a very strong performance during the course of the week. "In many respects, it was our strongest survey ever," he said. "I am most grateful to the many employees who have worked very hard to prepare for this survey. I particularly want to acknowledge the dedication of Maryanne Spicer [director of MGH Compliance], who along with the hospital's JCAHO steering committee led the comprehensive efforts in preparing for the survey."

According to a preliminary report from the JCAHO surveyors, the MGH had only one major citation — the fewest it has ever received. This citation relates to the documentation of credentials for one practitioner. The hospital soon will receive the final JCAHO report.

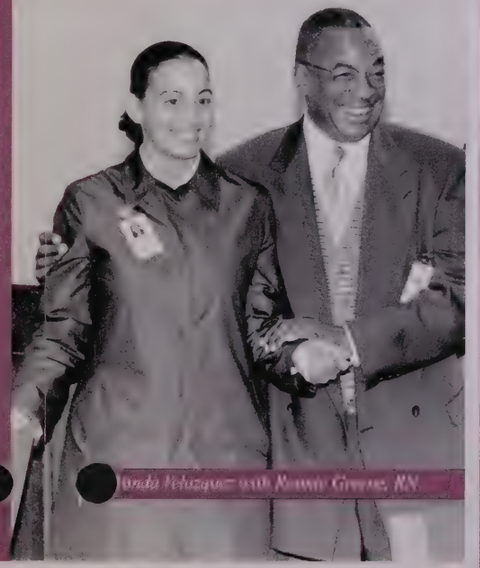
"I'm continually impressed by the dedication of all employees throughout this organization who are committed to providing the best possible care to our patients," said Spicer. "The survey lets us showcase our employees' hard work, and it gives them an opportunity to really shine."

AMMP recognizes dedicated members

The Association of Multicultural Members of Partners (AMMP) honored its members Sept. 21 at an awards luncheon. "This has been an exciting year, getting to meet more and more individuals at the MGH," said Ronnie Greene, RN, of MGH Case Management and chair of AMMP. "The members of AMMP are the ambassadors to the MGH and BWH. With their help, our efforts to increase diversity among Partners staff have become more visible."

Awards were presented to several members of AMMP for their work on different committees, including nomination of new leaders, membership, diversity advisory, scholarship and public relations. Deborah Washington, RN, of MGH Patient Care Services, was a special honoree for her dedication to diversity at the MGH.

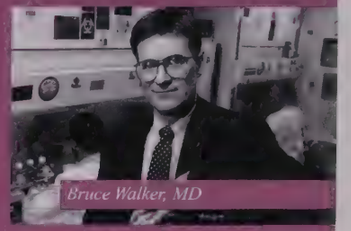
AMMP's greatest honor, the Monumental Award, was given to Wanda Velazquez of MGH Community Benefits for her devotion to AMMP and her participation in several committees over the past two years.



Wanda Velazquez with Ronnie Greene, RN

ADVANCES

MGH study shows immune system can control HIV



Bruce Walker, MD

An MGH research team has shown that the majority of HIV-infected individuals who begin antiviral therapy during the earliest stages of their infection eventually can stop taking drugs and keep the virus under control with their immune systems alone. In the study reported in the Sept. 28 issue of *Nature*, a group of eight such patients took part in closely supervised interruptions of their drug treatment. While the course for each participant has varied, all participants achieved at least temporary suppression of the virus for several months.

Currently five of the eight participants are still off drug treatment after 8 to 11 months, maintaining viral levels below the level at which treatment would be recommended. Of the three who resumed taking medication, two participants chose to restart and only one was required to reinstate treatment because of rising viral levels.

"This is the first time that anyone has shown that the immune system can successfully be manipulated to keep HIV under control," says Bruce Walker, MD, director of the Partners AIDS Research Center at the MGH, the paper's senior author. "We want to deliver two messages with this report: that diagnosing HIV infection and beginning antiviral treatment as early as possible can make a fundamental difference in the way the immune system handles the virus, and that HIV treatment strategies based on the immune system — including vaccines — appear to have great potential. We also want to stress that persons currently taking the anti-HIV drug cocktail referred to as HAART [highly active antiretroviral therapy] should continue taking their drugs."

The findings are an extension of previous research showing that early treatment with HAART can allow HIV-infected individuals to retain a population of HIV-specific T helper cells, the "generals" of the immune system that coordinate defense against viruses and other pathogens. The current result supports the theory that those T helper cells can mount an effective response against HIV in patients, duplicating the natural HIV suppression seen in so-called, long-term non-progressors.

The researchers note that, at this time, only those who began antiviral treatment during acute infection and show signs of anti-HIV immune system activity have been able to go on to control virus without drugs. Studies in persons who first start HAART six months or more after infection — the majority of infected persons — are yet to be done.

Eric Rosenberg, MD, the paper's lead author, says: "While we're confident that someday we will be able to apply these finding to treatment of chronic HIV infection, there's a lot more we need to learn about augmenting the immune system's response against HIV. We also owe a huge vote of thanks to these patients who are pioneers in what could have been a risky venture."

The study's co-authors are Marcus Altfeld, MD, Samuel Poon, Mary Phillips, RN, Barbara Wilkes, Robert Eldridge, Gregory Robbins, MD, Richard D'Aquila, MD, and Philip Goulder, MD, PhD, all of the Partners AIDS Research Center and the MGH Infectious Disease Division.

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MGH HOTLINE

WHAT'S HAPPENING

Ether Day celebration
Ether Day will be celebrated this year at the MGH Oct. 13 at 2 pm under the Bulfinch Tent. Employees will be recognized for length of service. Ether Day pins will be distributed to department heads Oct. 2 to 6. Ether Day flowers will be distributed to departments Oct. 13.

Partners in Excellence
The deadline for submission for Partners in Excellence award nominations has been extended to Oct. 4. Forms may be obtained through the Partners website at *http://intranet.partners.org/pie/* or from managers and supervisors. For more information, send e-mail to *partnersinexcellence@partners.org,* or call 724-9743.

National Depression Screening Day
The Employee Assistance Program (EAP) will participate in a nationwide program designed to provide information about the signs, symptoms and treatment of depression. The EAP will offer free, anonymous and confidential screening tests to all employees Oct. 5 from 9 am to 5 pm in VBK 427. Participants may walk in for the 15-minute self-administered test. Mental health professionals will be available to confidentially review and discuss the results. Information about depression also will be available. For more information or a personal consultation, call the EAP at 726-6976.

Kenneth B. Schwartz Center annual dinner
The Kenneth B. Schwartz Center will celebrate its fifth anniversary at the annual dinner Oct. 18, 5:30 pm at the Westin Hotel, Copley Place. The dinner will feature a performance by Arlo Guthrie, and the presentation of the second annual Compassionate Caregiver Award. Tickets are $175. For more information or to purchase tickets, call 724-4746.

Domestic violence awareness
In recognition of Domestic Violence Awareness Month, the Domestic Violence Working Group will present "When Domestic Violence Comes to Work," Oct. 5, noon to 1 pm in the Walcott 2 and 3 Conference Rooms. Lunch will be served. For more information, call 724-0054.

Physical Therapy Month
The MGH Physical Therapy Department will host a series of information booths in recognition of Physical Therapy Month. On Oct. 4, information about how footwear may contribute to common foot aches, pains and strains will be featured. Information about fall prevention and safety awareness will be available Oct. 11. On Oct. 18, information about osteoporosis will be available. Each information booth will be held 11:30 am to 1 pm in the Main Corridor.

MGH house officers reunion
All current and former MGH medical residents, fellows and faculty are invited to attend the MGH Medical House Officers Reunion Oct. 6 through 8. A symposium will be held at the Boston Park Plaza Hotel Oct. 7, entitled: "Graduate and Post-graduate Medical Education for Careers in Medicine in the New Millennium." For a complete listing of events or to register, call Rita Gray at 726-8557 or Rebecca Carney at 726-6990.

Leg Health Day at the MGH General Store
On Oct. 5, representatives from Jobst compression stocking company will be available at the MGH General Store and Flower Shop to answer any questions concerning leg health. All products from Jobst will be 20 percent off and will come with a free gift.

Winners of the JCAHO Standardaire game

They didn't win a million dollars, but the members of the MGH Medical Walk-in Unit were happy to win the "Who Wants to be a JCAHO Standardaire?" game. Patterned after the popular TV game show "Who Wants to be a Millionaire?," the MGH version of the game helped employees in the outpatient practices prepare for the recent survey by the Joint Commission on Accreditation of Healthcare Organizations.

Back row, from left, Rosie Kennedy, RN, Cindy Jalbert and Nancy Doyle. Front row, from left, Cynthia Israel, Nancy Bryant, RN, and Lisa Ditrapano, RN.

MASSACHUSETTS GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.
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October 6, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

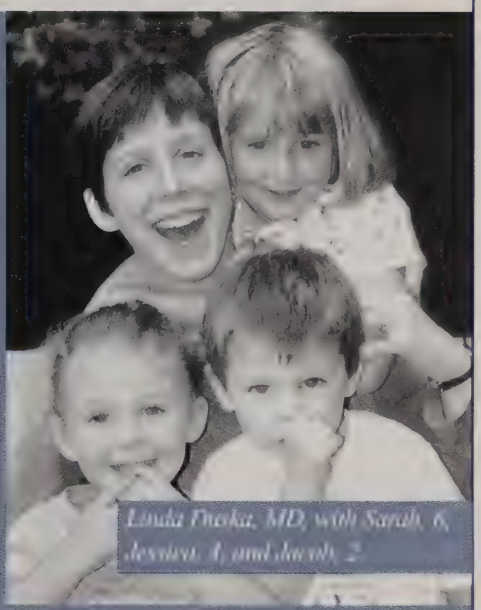
Granting more time with families: The Office for Women's Careers supports women faculty

The generosity of an anonymous donor to the MGH Office for Women's Careers (OWC) will allow two more MGH female staff members to continue their research efforts while raising young children. Known as the Office for Women's Careers Faculty Development Awards, the grants recently were presented to Linda Duska, MD, of the MGH Vincent Gynecologic Oncology Division, and Wilma Wasco, PhD, of MGH Neurology.

The awards are similar to the Claflin Distinguished Scholar Awards, which are two-year grants given to junior faculty women to help sustain their research productivity during the child-rearing years. The Faculty Development Awards are a one-time grant, however, whereas the Claflin Awards are given each year.

"It's very exciting to be able to contribute to the future of women in medicine," says Suzanne Metallo, associate director of the OWC. "While the awards are considered transitional funding, the impact they have in facilitating career continuity can be enormous."

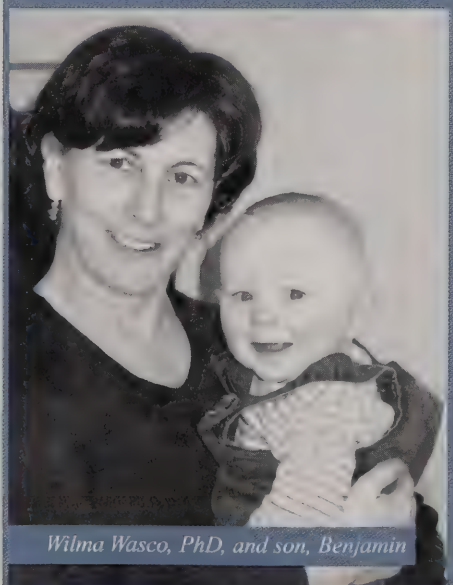
Nancy Tarbell, MD, director of the OWC, adds: "Women are at a disadvantage in this profession because the point in their careers when they are making huge strides in their research so often coincides with wanting to have a family. Grants like this and the Claflin Awards can help them do both."



Linda Duska, MD, with Sarah, 6, Jessica, 4, and Jacob, 2

Wasco, whose lab works on deciphering the mysteries of Alzheimer's disease, will most likely use the grant to hire a technician or postdoctoral fellow to aid in her research. "I have been working on discovering new proteins that may be linked to Alzheimer's and finding out how they interact with each other," she says. "The grant will help free up some of the time I was spending in the lab and will give me more time for administrative duties and time to spend with my son, Benjamin."

Duska will use the grant to pay for supplies and support a postdoctoral fellow to help with her study of endometrial cancer. "I applied for the award because I feel strongly about pursuing both my clinical career and basic research in women's cancers," says Duska. "The grant money will allow me to support a postdoctoral fellow who can help with the time pressures of getting it all done. As a full-time clinician and a mother of three, I often need to be in two places at one time. The grant will help me to assign the day-to-day data collection and experiments to someone else, so that I can use that time to design and oversee research, as well as spend time with my family."



Wilma Wasco, PhD, and son, Benjamin

For more information about these awards or the OWC, call 724-5229.

Ether Day celebration of service

Ether day will be celebrated Oct. 13 to recognize the service of employees who have worked at the MGH for 5, 10, 15, 20, 25, 30, 40, 50 and 60 years. This year's Ether Day celebration will honor approximately 1,500 employees and staff. The Ether Day reception begins at 2 pm under the Bulfinch Tent. All MGHers are welcome to attend. A dinner for MGH employees and staff who have worked at the MGH for 20 or more years will be held Oct. 19.

Ether Day pins are being distributed to department heads according to budget codes this week, and Ether Day flowers will be distributed to departments Oct. 13. Flowers and pins for physicians will be delivered to their budget code department head unless unassigned, in which case, they will be delivered to the chief of service.

Security system to be installed in Ether Dome

A new security system will be installed in the Ether Dome, the hospital's first operating theater and site of the first public demonstration of ether in a surgical operation. This month, the new security system will be installed to allow keycard and remote access.

"The value of the contents of the Ether Dome is not quantifiable, and there is no replacement value," says Bonnie Michelman, director of Police and Security. "We must balance access and convenience to this wonderful area with prudent security to minimize the risk of damage or theft."

A painting of the historic Ether Dome and the first demonstration of ether used as an anesthetic.

A limited number of employees will have keycard access. The room, however, still will be available to the public. Volunteers will staff the Ether Dome each weekday, from 1 to 3 pm. Signage directing visitors to the Ether Dome will contain information regarding hours of operation and where to call if visiting during non-public hours. In addition, telephones will be installed outside each entrance to allow visitors access to the room off-hours. "If visitors cannot be escorted, security staff will be able to open the doors remotely and watch the activity in the room," says Michelman.

For more information about Ether Dome access, call 726-2281.

Recognizing Physician Assistants Day at the MGH

Each year on Oct. 6, physician assistants (PAs) celebrate the more than 38,000 members of the profession, who provide essential medical and surgical services to patients all over the country.

PAs are health care professionals licensed to practice medicine with the guidance of a supervising physician. PAs conduct physical exams, diagnose and treat illnesses, order and interpret tests, counsel patients on preventive health care, assist in surgery and in most states, can write prescriptions. At the MGH, PAs care for patients in a variety of settings. While some work in the operating rooms in cardiac and thoracic surgery, others work in such places as the Hematology/Oncology Unit, the Reproductive Endocrine Unit, Orthopædics and at the MGH health centers.

PAs are trained in intensive education programs accredited by the Commission on Accreditation of Allied Health Education Programs and must pass a national certification examination. To maintain their national certification, PAs must log 100 hours of continuing medical education every two years and pass a recertification exam every six years.

MGH PAs have many reasons why they chose their profession. "I was working at the former Harvard Community Health Plan when I was trying to decide which direction to take," says Kate Spurrier, PA-C, of MGH Everett Family Care. "There were quite a few PAs who worked there, and they encouraged me to go back to school to become a PA."

Walter Howard, PA-C, of MGH Hematology/Oncology, adds, "I was already 32 years old when I decided to go back to school, and I realized that becoming a PA would allow me to have a career in medicine without the extended years of education that medical school requires."

For more information about the PA profession, visit *www.aapa.org*.

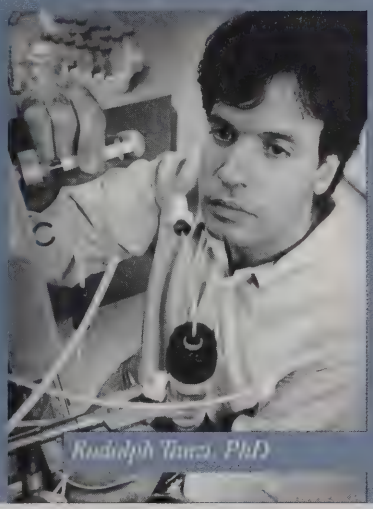
Some of the MGH PAs. Clockwise from left, Jennifer Cuthane, PA-C; Eric Haas, PA-C; Dan Morin, PA-C; Jeevic Mitondo, PA-C; Darryl Modracek, PA-C; Kate Spurrier, PA-C; Cara Penney, PA-C; Walter Howard, PA-C.

ADVANCES

Study finds key link between Alzheimer's genes and cellular defect

An MGH-based research team has linked two cellular abnormalities associated with early-onset Alzheimer's disease — mutations in genes for proteins called presenilins and an altered handling of calcium inside cells. The team has tied a specific calcium pathway to the production of amyloid-beta42 (A-beta42), the sticky protein fragments that make up the plaques found in the brains of people with the disease. The findings identify a new target for drugs that may prevent or treat the devastating illness.

In a paper in the September issue of *Neuron*, the scientists from the MGH Genetics and Aging Unit and colleagues from other institutions report that the presenilins appear to control a process that regulates the level of calcium in a cellular compartment called the endoplasmic reticulum and that presenilin mutations known to be associated with inherited Alzheimer's disease slow down this regulatory process. They also show that inhibiting this particular calcium pathway — called capacitative calcium entry — increases production of A-beta42.



Rudolph Tanzi, PhD

"We have found the molecular basis of the altered calcium metabolism previously observed in neurons expressing Alzheimer's-associated versions of presenilin," says Tae-Wan Kim, PhD, the paper's senior author. "We also identified a link between a specific calcium influx pathway and aberrant presenilin-mediated processing of the amyloid precursor protein." Kim, who had been a member of the MGH Genetics and Aging Unit, recently joined the faculty at Columbia University College of Physicians and Surgeons.

Rudolph Tanzi, PhD, director of the MGH Genetics and Aging Unit and a co-author of the *Neuron* paper, adds: "Our work predicts that, if you could develop a drug that stimulates this specific calcium pathway, you could lower levels of A-beta42, which is the name of the game in Alzheimer's disease drug therapy development."

Other MGH co-authors of the *Neuron* paper are Tallessyn Grenfell, Eunju Park-Chang, Giuseppina Tesco, MD, and Aleister Saunders, PhD, of the MGH Genetics and Aging Unit.

MGH hosts dinner for the Endowment for the Advancement of Psychotherapy

The MGH hosted a special dinner to mark the founding of the Endowment for the Advancement of Psychotherapy Sept. 27 at the American Academy of Arts and Sciences in Cambridge.

According to Anne Alonso, PhD, of MGH Psychiatry, the endowment will support and expand the education of dynamic psychotherapy, or the "talking therapies," at a time when the availability of such training is at risk because of the limitations health insurance places on such therapies. The MGH plans to raise a $1 million endowment to help support the training of mental health providers for this form of therapy.

The founding dinner of the endowment honored Mrs. Albert (Tipper) Gore, wife of Vice President Al Gore, and Kay Redfield Jamison, PhD, professor of Psychiatry at the Johns Hopkins University School of Medicine, for their involvement in issues related to mental health awareness and education.

"With psychotherapy feeling squeezed by cost constraints, this endowment at the MGH will help bolster and enrich the education of clinicians and the general public in the importance of the talk therapies," says Alonso.

For more information about the endowment, call 726-6797.

From left, Anne Alonso, PhD; Kay Redfield Jamison, PhD; and dinner co-chairs Teresa Spillane, PsyD, and Priscilla Knuff, PhD.

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MGH HOTLINE

WHAT'S HAPPENING

National Pastoral Care Week

The MGH Chaplaincy Department will celebrate National Pastoral Care Week Oct. 18. Staff, patients and families are welcome to attend a service in the MGH Chapel at noon featuring music performed by Ben Youngman. There also will be a performance by Urban Myth, a musical ensemble, in the Chapel at 12:30 pm. Information about Chaplaincy services and religious and spiritual resources will be available in the Main Lobby, from 11 am to 2 pm.

Great Escape

National Fire Prevention Week is Oct. 8 through 14. As part of the week's celebration, the world's largest fire drill will take place Oct. 11 at 7 pm. Families are encouraged to participate by engaging in home fire planning and practice. Information about fire prevention will be available Oct. 10 and 11, 8 am to 4 pm in the Main Corridor. For more information, visit *www.firepreventionweek.com.*

MGPO forum

The Massachusetts General Physicians Organization will host "Through the Patient's Eyes," Oct. 26, 5 to 6:30 pm in the Wellman Conference Room. The speaker will be Jennifer Daley, MD, a nationally recognized expert in improving quality from both the patient and the physician perspective. For more information, call 724-9080

Domestic Violence Awareness

In recognition of Domestic Violence Awareness Month, the Domestic Violence Working Group will sponsor "What About the Children? Chelsea Reaches Out to Children and Families," Oct. 12, noon to 1 pm in the Wellman Conference Room. Lunch will be served. For more information, call 724-0054.

HOPES seminars

The MGH HOPES (Helping Our Patients/Families through Education and Support) program will offer "Breast Self-Examination: Key to Personal Protection," facilitated by Joan Gallagher, RN, EdD, of MGH Clinical Nursing Services, Oct. 11, from 1 to 2 pm. "Managing Lymphadema," facilitated by Eileen Valis-Kerr, PT, of MGH Physical Therapy, will be offered Oct. 16, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

MGH Tennis Club

The MGH Tennis Club has been revived. Construction is complete for the tennis courts over the Lomasney Parking Garage in the Charles River Park area. Employees who are interested in playing tennis Friday evenings, 5 to 6:30 pm, beginning in mid-October, should contact David Harmon at 724-1112 or Peter Dowling at 724-8647. The cost is $10 per hour.

Scientific writing seminar

The Clinical Research Program and the Department of Psychiatry will offer "Scientific Writing," Oct. 25, 31 and Nov. 8, from 4 to 5 pm in the O'Keeffe Auditorium. This series will include information about clarifying the writer's interests, creating an outline, writing multiple drafts and understanding the peer-review process. Speakers will include Theodore Stern, MD, and Ellie Hackett of MGH Psychiatry. For more information or to register, visit *http://crnet.mgh.harvard.edu* or call 726-1669.

Blood donors needed for holiday weekend

The MGH Blood Donor Center is seeking employees to donate blood in preparation for the Columbus Day weekend, Oct. 6 to 9. As a thank you to employees who donate blood Oct. 6, 10 or 11, they can enter a raffle for a $25 gift certificate to Francesca's restaurant in the North End. For more information, call 726-8171.

Bake sale

The MassGeneral Hospital for Children will host a bake sale Oct. 10 in the Main Corridor to benefit patients of Pediatric Hematology/Oncology and their families.

Oncology nursing awards

The second annual Marie C. Petrilli Oncology Nursing Awards recently were presented to three MGH nurses in recognition of the high level of care reflected in their nursing care of oncology patients. The awards are named in memory of Marie Petrilli, who was treated for cancer at the MGH, and are funded by Marie's husband, Al Petrilli, and his family. The awards were presented this year to Margaret McMullin, RN, Bonnie Ryan, RN, and Roni Woods, RN.

From left, Ryan, Jeanette Ives Erickson, RN, MS, chief nurse, Woods, McMullin and Al Petrilli.

MASSACHUSETTS GENERAL HOSPITAL

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Beth Baratz, assistant editor, at 724-5627;
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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October 13, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Ether Day 2000 marks milestone for MGHers

It was 154 years ago on Oct. 16, 1846, that William T.G. Morton, a Boston dentist, demonstrated the first use of ether during surgery in the operating theater on the top floor of the Bulfinch Building. Using a specially designed glass inhaler containing an ether-soaked sponge, Morton administered the anesthetic to patient Gilbert Abbott, who was rendered unconscious. MGH founding father, John Collins Warren, MD, then surgically removed the vascular tumor from Abbott's jaw. This event marked a revolution in medicine — surgery without pain. It also inspired an MGH tradition that is still celebrated today — Ether Day.

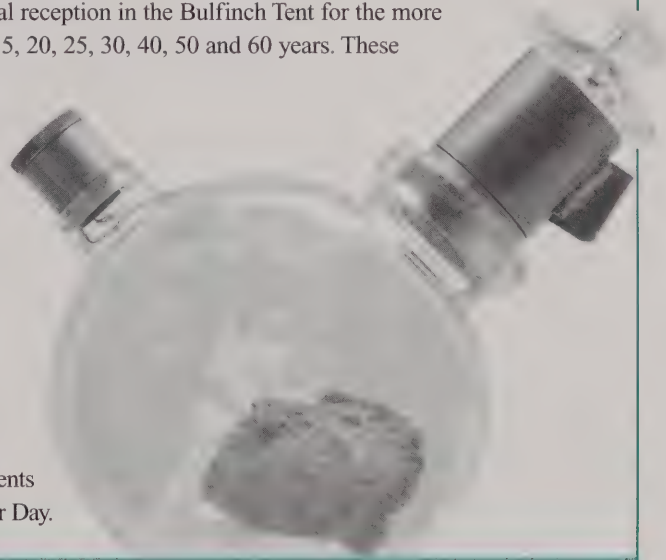
For the past 55 years, the MGH has selected a day in October close to the anniversary of the first demonstration of ether to honor and recognize MGH employees and staff for their dedication, commitment and length of service to the hospital.

This year, the annual Ether Day celebration is held Oct. 13, with a special reception in the Bulfinch Tent for the more than 1,500 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 40, 50 and 60 years. These employees receive pins and colored flowers distinguishing years of service.

This year, the honorees fall into the following categories:

60-year employees / white roses (3)
50-year employees / yellow roses (6)
40-year employees / white and purple carnations (16)
30-year employees / solid purple carnations (110)
25-year employees / orange carnations (110)
20-year employees / pink carnations (176)
15-year employees / yellow carnations (207)
10-year employees / white carnations (483)
5-year employees / red carnations (468)

The annual Ether Day dinner for 20-, 25-, 30-, 40-, 50- and 60-year recipients will be held Oct. 19. Congratulations to all MGHers who are honored this Ether Day.



ADVANCES

Treatment protects mouse ovaries from radiation therapy

A team of scientists from the MGH and other research centers has found a molecule that, in animal studies, has blocked the destruction of ovarian egg cells (oocytes) by radiation therapy. The report in the October issue of *Nature Medicine* describes how a compound called sphingosine-1-phosphate (S1P), which blocks the activity of a cell-death-associated molecule called ceremide, preserved ovarian egg cells and fertility in female mice exposed to levels of radiotherapy that otherwise would have destroyed their ovaries. The researchers expect that the same protection would be afforded to ovaries exposed to chemotherapeutic drugs.

"For the first time, we have a promising prospect for a small molecule that could be given to women and girls undergoing cancer treatment to protect their ovaries," says Jonathan Tilly, PhD, the paper's senior author. He notes, however, that further research needs to be completed before trials of S1P could be attempted in human patients.

It has been known that chemotherapy and radiation therapy can accelerate the death of oocytes, resulting in premature menopause and infertility. In previous research, Tilly's team at the MGH Vincent Center for Reproductive Biology had shown that oocytes were destroyed by chemotherapy through a particular cell-death pathway involving the interaction of three principal signals called ceramide, Bax and caspase-2.

The current experiments — conducted by Yutaka Morita, MD, PhD, and Gloria Perez, DVM, PhD, of the MGH — showed that injecting S1P into the ovaries of female mice before they were exposed to radiation protected the ovaries from damage. Oocytes from the protected ovaries developed into eggs capable of normal fertilization and development.

"In this study, we targeted ceramide and S1P because they work at the very earliest steps of the cell-death process," Tilly explains. "From a biological standpoint, the earlier we can head off cell death signaling, the healthier the cell will be. We're very gratified to see this theory supported in living animals."

Beating the blues: MGH Psychiatry participates in National Depression Screening Day

On Oct. 5, thousands of people across the country dialed a hotline phone number to connect them to local resources — including the MGH — for help with clinical depression. National Depression Screening Day (NDSD) is designed to raise awareness about depression, to educate the public about symptoms and effective treatments, to offer a free screening for the disorder and to connect those in need of treatment with a local mental health provider.

The MGH Depression Clinical and Research Program has participated in NDSD since its inception eight years ago. MGH psychiatrists and psychologists conducted the free screening Oct. 5 in the Wellman Conference Room. "We feel that it is important to participate in this nationwide screening, not only to help raise awareness about depression, but also to help people get the support they need if they show symptoms of depression," says Jonathan Alpert, MD, PhD, associate director of the MGH Depression Clinical and Research Program. "Those who suffer from depression should know that there are effective treatments available to help them with this disorder, and there is research aimed to improve existing approaches."

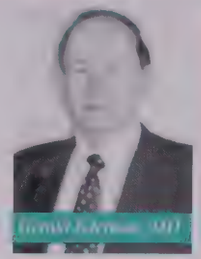
For more information, call the MGH Outpatient Psychiatry Division at 724-5600.

Depression is diagnosed if a person experiences the following for two weeks or more:

- feeling sad or blue
- not enjoying previously pleasurable activities
- difficulty concentrating
- loss of sleep or sleeping too much
- increase or decrease in appetite
- irritability
- feeling hopeless and worthless
- loss of energy
- thoughts of suicide

MGH Depression Screening coordinator Jonathan Alpert, MD, (from left), Christine Crowley, MD, Nicole Vennet, Andrew Nierenberg, MD, Jean Worthington, MD, and Anastasia Yeung, MD, PhD. Not pictured: Anne Gill, Andrea Fava, MD, and Annie Shaw.

A return to Fruit Street: MGH house staff reunion



Gerald Edelman, MD

Thousands of physicians and researchers have trained at the MGH over the years. Some have remained at the institution, while others have gone on to practice at and lead medical and business institutions around the world. The intensity of the training program at the MGH creates a strong sense of camaraderie, and that bond is what brought nearly 150 former and current medical house staff to Boston for a medical house staff reunion Oct. 6 through 8. The theme of this year's reunion, organized by Dennis Ausiello, MD, MGH physician-in-chief, was "Careers in Medicine in the New Millennium."

"The event itself was a celebration of the impact that training at the MGH has had on former medical house staff," says John Potts, MD, director of MGH Research. "It's also wonderful for the alumni to return to see how this institution has met the changing needs of health care. It's a great party too."

The MGH has an extensive list of former house staff who have gone on to become major players in the medical world. Five Nobel Prize winners — including Gerald Edelman, MD, PhD, director of the Neurosciences Institute, who spoke at this year's reunion — trained at the MGH. In addition, three of the current institute directors at the National Institutes of Health are MGH alumni.

Reunions are held approximately every five years. This year's attendees ranged from distinguished retirees to current house staff. The topics of discussion ranged from challenges faced by medical education institutions, to what the MGH is doing to help improve health care in third world countries and among the homeless in the United States.

"Alumni of the MGH are proud of their training, and the reunion is a special time for them to come back and enjoy that affinity toward the MGH together with their peers," says Potts. ●

MGH hosts special dinner to honor hospital donors

The MGH hosted a dinner Sept. 28 to celebrate the generosity of special friends who support the hospital. More than 500 guests attended a ceremony dinner at the Copley Plaza Hotel that featured presentations by two leading researchers at the MGH — Joseph Vacanti, MD, and Bruce Walker, MD.

Hosted by Boston talk radio and TV personality David Brudnoy, the evening showcased the important role supporters and friends play in the success of the MGH. James J. Mongan, MD, president of the MGH, recognized two particular leaders in the hospital for their dedication and commitment to the MGH: Jane Claflin, honorary trustee, and W. Gerald Austen, MD, chairman of the Massachusetts General Physicians Organization.

Vacanti, who is a pediatric surgeon and director of the MGH Laboratory of Tissue Engineering and Organ Fabrication, discussed his lab's latest advances in the field of tissue transplantation in serving the problem of rejection and organ shortages. Walker, who is director of the Partners AIDS Research Center, discussed breakthroughs in the fight against HIV and AIDS.

"The dinner was a valuable opportunity for us to personally thank our supporters," says Jim Hourigan, chief development officer. "These are friends who through their generosity and enthusiasm enable the MGH to continue to thrive in a challenging health care environment."

Clockwise from top: Samuel O. Thier, MD, president and CEO of Partners HealthCare System, Inc., with Bruce Walker, MD; David Brudnoy with Jane Claflin and Gerald Austen, MD; left, with James J. Mongan, MD.

Benefits open enrollment

Open enrollment will be held at the MGH Oct. 23 through Nov. 6, with changes effective Jan. 1, 2001. Personal benefit seminars will be mailed to employees' homes during the week of Oct. 16.

There will be several changes to benefit packages this year, including a change in rate, some enhancements to the Blue Vision plan and changes in mental health benefits. MGH employees will be able to enroll on the Internet this year, in addition to the traditional system.

There has been a change to the optional life insurance program offered to MGH employees. Special open enrollment for optional life will enable employees to get coverage without providing evidence of good health.

Employees can stop by informative sessions, called BeneFairs and QuickStops, to ask questions about various benefit programs. At the BeneFairs, employees can talk with representatives from companies that provide benefits and programs for the MGH. Benefits Office staff and specialists will be available to answer questions at the QuickStops.

For more information, visit the Partner Human Resources web site at http://partnersnet.partners.org/hrweb/index.html or call the Benefits Office at 726-8913.

SCHEDULE OF BENEFAIRS AND QUICKSTOPS:

Mon., Oct. 23
QuickStop
MGH Chelsea
2 to 4 pm

Tues., Oct. 24
QuickStop
CNY Freedom Room
noon to 5 pm

Tues., Oct. 24
BeneFair
Walcott Conference Room
10 am to 1:30 pm

Wed., Oct. 25
QuickStop
50 Staniford St., 10th Floor Library
11 am to 1 pm

Thurs., Oct. 26
QuickStop
Wellman Conference Room
2 to 4 pm

Fri., Oct. 27
QuickStop
CNY B-33, R301
1 to 5 pm

Tues., Oct. 31
BeneFair
Walcott Conference Room
1 to 5 pm

Wed., Nov. 1
BeneFair
CNY 149
1 to 5 pm

Wed., Nov. 1
QuickStop
North End Health Center
10 am to noon

Thurs., Nov. 2
QuickStop
Wellman Conference Room
8 to 10 am

Thurs., Nov. 2
QuickStop
MGHRevere
noon to 2 pm

Fri., Nov. 3
QuickStop
Bulfinch 126 Conference Room
6:30 to 8:30 am

Thurs., Nov. 16
QuickStop
MGH Charlestown
noon to 2 pm

Thurs., Nov. 16
QuickStop
Boston Evening Medical Center
9 to 11 am

Fri., Nov. 17
QuickStop
MGH Chelsea
9 am to noon

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MGH HOTLINE

WHAT'S HAPPENING

Domestic violence awareness

In recognition of Domestic Violence Awareness Month, the Domestic Violence Working Group will sponsor "Hitting Home," a play about abusive teen relationships performed by high school students, Oct. 19, noon to 1 pm in the Wellman Conference Room. Staff of the Women's Crisis Center of Greater Newburyport will facilitate a discussion following the play. Lunch will be served. In addition, donations of clean, gently used women's business attire will be collected Oct. 17 and 18, from 9 am to 1 pm in the Main Corridor. The donations will benefit survivors of domestic violence. For more information, call 724-0054.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Are you Thinking about Complementary Therapies?" facilitated by Sandra McLaughlin, LICSW, of MGH Social Services, Oct. 18. Drop-in yoga will be offered Oct. 19 and 26. "Breast Cancer – The Male Perspective: A Discussion for Husbands and Partners," facilitated by Jeff Mello, LICSW, of MGH Social Services, will be offered Oct. 20. All seminars are held from noon to 1 pm in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

Management strategies in drug studies

"Management Strategies for MGH Entry-Level Research Coordinators in Drug Studies" will be offered Nov. 8, 8:30 am to 12:30 pm in the Wellman 101 Conference Room. Speakers will include Paula Sexton of MGH Neurology; Deidre Norris, RN, of the MGH Epilepsy Service; and Sandra Kogan of BWH Radiology. Registration is required. This course is approved for 4.2 CEUs for registered nurses. To register online, visit *http://crnet.mgh.harvard.edu;* select "Education," then select "Management Strategies," or call Alison Simmons at 726-1669.

Vincent Club symposium

The MGH Vincent Club will host a "Fall Medical Symposium and Luncheon," Oct. 30, 9:30 am to 2 pm in the O'Keeffe Auditorium. Speakers will include Fredda Zuckerman, LICSW, of MGH Social Services; Linda Duska, MD, of the MGH Gillette Center for Women's Cancers; and Isaac Schiff, MD, chief of the Vincent Memorial Obstetrics and Gynecology Service. The cost is $40. To register, call 523-3900.

Physical Therapy Month presentation

"The Development of Clinical Expertise: Implications for the Practicing Physical Therapist" will be presented in celebration of Physical Therapy Month, Oct. 19, 3:30 to 5 pm in the O'Keeffe Auditorium. The speaker will be Laurie Hack, PT, PhD, director of the Department of Physical Therapy at Temple University in Philadelphia.

Breastfeeding seminar

The Employee Assistance Program (EAP) will sponsor the lunchtime seminar, "Working and Breastfeeding: Returning to Work and Maintaining Your Milk Supply While Working," Oct. 19, from 1 to 2 pm in VBK 401. Topics such as reverse feeding will be covered. The seminar will be presented by Germaine Lambergs, RN, lactation consultant. For information, call the EAP at 726-6976.

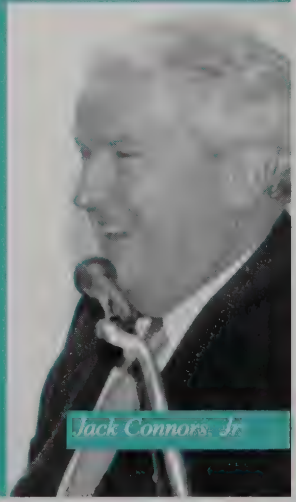
Friends Fighting Breast Cancer 5K Run/Walk

Friends Fighting Breast Cancer, a North Shore support group, will host a 5K Run/Walk for Breast Cancer in Everett Oct. 28 at 10 am. Proceeds will support the work of Daniel Haber, MD, in breast cancer research at the MGH Center for Risk Analysis. The group welcomes participants, support and sponsorship for this event. Registration begins at 9 am at the Recreation Center on Elm Street in Everett. For more information, call Andrea Perella at 389-4843.

Unlocking the marketing mystery

The MGH Department of Radiology recently hosted its third leadership seminar, which featured guest speaker Jack Connors, Jr., founding partner, chairman and chief executive officer of Hill, Holliday, Connors, Cosmopulos, Inc., a marketing communications company with headquarters in Boston.

Connors, who also is chairman of the board of Partners HealthCare System, spoke about successful ways to market services in the health care environment. He emphasized the importance of maintaining and building relationships with patients and referring physicians to continue the MGH's long-held reputation of providing excellent patient care.



Jack Connors, Jr.

MASSACHUSETTS GENERAL HOSPITAL

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MGH Public Affairs Office
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Ether Day 2000

October 13, 2000

For Sixty Years

BRADFORD CANNON
JOHN GORDON SCANNELL
JOHN STANBURY

For Fifty Years

LEROY ELDREDGE
PHILLIPS HALLOWELL
KURT ISSELBACHER
ROBERT SCEERY
ROBERT SCULLY
CHIU-CHEN WANG

For Forty Years

JAKE APPLEWHITE
JOSEPH BARRIE
KURT BLOCH
ARNOLD FIASCONE
BRUCE FISCHBERG
STEPHEN GOLDFINGER
JOHN HEDLEY-WHYTE
EDWARD LOWENSTEIN
BUCKNAM MCPEEK
EDWARD MESSNER
ASHBY MONCURE
JAMES MOORE
LESLIE OTTINGER
GEORGE REVER
MURRAY ROSENTHAL
RICHARD WURTMAN

For Thirty Years

JEWEL ADAMS
CARY AKINS
NATHANIEL ALPERT
ALEX ALTHAUSEN
ALIA ANTOON
LLOYD AXELROD
SUSAN BARRACLOUGH
SUSAN BARRETT
BRUCE BARROS
WILLIAM BAXTER
DIANE MARIE BIASE
JESSIE BOLDEN
VIOLET BOYD
NADINE BROOKS
JAMES BURKE
MARIAN CAREY
JEANNE CASEY
ELAINE CERABONE
DAVID CHESLER
RICHARD CHEVRETTE
KEITH CHIAPPA
ACHILLE CIRIELLO
SAUL COHEN
STANLEY COHEN
CARRIE COPLIN
SUSAN CROSSMAN
SUSAN CUNDARI
JANET CURRAN
ELIZABETH DAVIS
JAN DEVEREAUX-REED
GWENDOLIN DEVONISH
ELA DHANAK
BARBARA DOHERTY
PATRICIA DONAHOE
ETERLINE DUBERRY
RICHARD ELLIOTT
MAUREEN EMDE
PAMELA ENGE
DOROTHY FLYNN
ROSE FRATARCANGELI
PATRICK GERAGHTY
GLORIA GILSON
GRACE GOOD
KATHLEEN GOTTBRECHT
TIMOTHY GUINEY
JANICE HANNAH
DAVID HAYNESWORTH
DOROTHY HICKS
RICHARD HILL

Bradford Cannon (60 years)

Bradford Cannon, MD, attended Harvard College and Harvard Medical School (HMS) and completed his surgical training at Barnes Hospital in St. Louis. Because there was no formal residency program for plastic surgery at the time, Cannon learned the specialty through an apprentice system, training with those who performed plastic surgery. Cannon returned to Boston in 1940 and was appointed to the MGH surgical staff as an assistant surgeon in the MGH Plastic Surgery Clinic. In 1941, he became chief of the clinic. He was most notably involved in the care of patients who were injured in the tragic Coconut Grove nightclub fire in 1942. In 1970, a formal plastic surgery residency was created at the MGH under his direction. Cannon was revered as a premier plastic surgeon and leader in that field for many years. He was a visiting surgeon at the MGH and clinical professor of Surgery at HMS. He has been recognized nationally and internationally for his many contributions to improving clinical care and teaching in the field of plastic surgery and burn care.

MILLANESE HOPE
BARBARA HOYLER
RONALD HURSTON
JACQUELYN JARMEL
SAMUEL KIM
CARLENE KREY
HENRY KRONENBERG
HAZEL LAING
ALLEN LAPEY
ANNETTE LEVITT
EVELYN LEWIS
BEVERLY LINICK
MICHAEL LONG
DOROTHY MCDONOUGH
AMBROSE MCLAREN
UDEL MCLEOD
RICHARD MEDEIROS
STEPHEN MILLER

CYNTHIA MITCHELL
RICHARD MUCCI
MARGARET MUNSON
ETHLYN NEMBHARD
GLORIA NILES
ROBERT NOVELLINE
AUDREY O'HARA
JUSTIN O'ROURKE
DAVID OSLER
MARGARET PASHBY
FRANK PICARDO
DEBORAH PIGGOTT
CLARE PINTO
JANICE PLUNKETT
SHIRLEY POWELL
FRANK RANERI
W. KENNER RAWDON
GINO SEGRE
DAVID SIMMONS
HARVEY SIMON
EULA SMITH
NOLAN SMITH
ELLEN SOSA
MARLENE SPENCE-MYRTHIL
WILLIE STALLWORTH
KERRY STEVENSON
HERMAN SUIT
ROBERT THURER
CRESCENCIA VANES
PAUL WANKOWICZ
HELEN WARWICK
CECELIA WILLIAMS
SHIRLEY WRAY
WARREN ZAPOL

J. Gordon Scannell (60 years)

J. Gordon Scannell, MD, attended both Harvard College and Harvard Medical School (HMS), following in his father's footsteps to become a well-known surgeon and teacher. Scannell completed his surgical residency at the MGH in September 1946. After spending a year at the University of Minnesota doing research on the anatomy of the lung, Scannell returned to the MGH in 1947, where he has spent the remainder of his career. In 1949, he worked with distinguished cardiologists Gordon Myers, MD, Al Friedlich, MD, and others to organize a cardiac catheterization laboratory and develop a cardiac surgical program at the MGH. In 1955, he led the team in performing the first open heart operation at the MGH under moderate hypothermia without cardiopulmonary bypass, to be followed in 1956 with the first MGH open heart operation using cardiopulmonary bypass. Known as an excellent general thoracic surgeon as well, he made significant contributions in several clinical areas related to the lung as well as the heart. Scannell was a visiting surgeon at the MGH and clinical professor of Surgery at HMS. He received many national and international honors, most notably being elected president of the American Association for Thoracic Surgery in 1977.

JOHN RENNER
KATHLEEN RUND
BONNIE RYAN
ILENE SACHS
EDWARD SAEF
KENNETH SCHEUBLIN
JOSEPH SCHWARTZ

For Twenty-Five Years

CHRISTINE ANNESE
GAIL ARBUTHNOT
GLORIA BATSON
MAUREEN BEAULIEU
MAUREEN BEDLE
ATUL BHAN
PETER BIGGS
J. ANDREW BILLINGS
GEORGI BLAND
DAVID BLUMENTHAL
ANNETTA BOISSELLE
CAROL BOVEST
HAROLD BRANCH
JANICE BROUILLARD
NANCY BURKE
BETTYANN BRITTON
STEPHEN CALDERWOOD
ANNE CASSELS-TURNER
DENISE CHOU
LAWRENCE COHAN
JEFFREY COHEN
JANICE CORBETT
ROBIN COSTA
JUNE COWAN
IRENE COXALL
WARD CROMER
FRANCES DONOVAN
DENISE DREHER
JAMES DRISCOLL
KENNETH DZUS
CAROL ELWELL
PATRICIA ENGLISH
ELLEN FELDMAN
PETER GERAGHTY
MARY GILL
IRENE GIORGETTI
PEDRO GONZALEZ
JOHN GOODSON
SHEILA GORDON
DONNA GULBINAS
DEBORAH HALL
YVONNE HOBBS
FRANCINE HOBBS-FARRELL
MARYFRAN HUGHES
CHARLES HUIZENGA
KATHERINE HURXTHAL
MARIAN JEFFRIES
JESSE JUPITER
MARGUERITE KILFOYLE
JOSEPH KRATOHVIL
LINDA LAURETANO
JOHN LIVERMORE
NANCY LUNDY
JUDITH LYNCH
JANE MAISEY
THOMAS MANGANARO
CAROLE MANKIN
JEEVENDRA MARTYN
LORI MAZZARELLI
MARY MCADAMS
MARYELLEN MCNAMARA
DIANA MINASIAN
BARBARA MOSCOWITZ
ALBERT MULLEY
EDWARD NARDELL
ROSEMARY NOREN
SUSAN O'BRIEN
SUZANNE O'CONNOR
SUSAN O'DONNELL
LANTA OLIVER
ROSLYN ORKIN
TEOFILA OSTREA
THOMAS PANOWICZ
JOSEPH PARETTI
MARK S. PATERNACK
EDWARD PERRY
JOANNE PERRY
JEAN PHILLIPS
MICHELLE PICARD
JUDITH RANDAZZO
LINDA REED
CHARLES REESE
EMILIA RIBAS
SARAH RICHARDS
SAMUEL ROBERTS
WILLIE ROBERTS
CARL ROSOW
CHRISTINE RUEL
JEREMY RUSKIN
LEE SALKOVITZ
ROCCO SANSEVERO
JANE SCHERBAN
JOANNE SCHIAVO
JUDITH SCHIFF
FREDDA SENDKER
BRUCE SHACKLETON
MARY SHEEHAN
GLENN SIEGMANN
MARY SLAVIN-SIMMONS
DEBRA SMITH
JOHN STAKES
NANCY STARK
JESSE THOMPSON
BONNIE-JEAN UNGER
GUS VLAHAKES
DAVID WALTON
STEVEN WEISE
WILLIAM WELCH
WILLIAM YOUNG
DAVID ZALESKE

For Twenty Years

GRISEL ADREANI
GEORGE ALLEYNE
DIANNE ALPERT
MARY ANDERSON
ELISHA ATKINS
SUSAN AYLOUCHE
DIANE BACHIRI
MARY BARRY
LARRY BEAGLE
SCOTT BELKNAP
PATRICIA BIGGS
CYNTHIA BOLDUC
THOMAS BRADY
MAUREEN BRECKEN
E. DIANE BRINDLE
LYNNE BROWN
SARAH BUCK
FREDERICK BUCKLEY
DENNIS BURKE
MARION CAMPOS
MARY CAREY
KAREN CARLSON
KAREN CARPENTER
PHILIP CARRIERI
NANCY CARUSO
DANNY CHIN
PHILIP COLE
LINDA COLLINGS
DONNA COMOLLI
SANDRA CROTEAU
PAULA CURREN
FRANCIS DELMONICO
NANCY DESJARDINS

MARIAN DIFIGLIA
ELEANORA DITOCCO
ALLAN DOLINSKI
VIRGINIA DONAHUE
JANE DONOHUE
CALVIN DORSEY
JENNIFER DUBOIS
NANCY ETCOFF
JOANNE FORDE
AGNESE FROIO
DONNA FURLONG
KATHLEEN GALLANT
DEBORAH GATELY
SUSAN GAVAGHAN
ANN GEARY
KAREN GENDRON
CHERYL GERNIGLIA
MARIE GIORGETTI
EUGETA GLADDEN
D. RICHARD GOODENOUGH
HOLLY GOOLSBY
JOHN GRABBE
LOIS GREER
KAREN GRIFFIN
KENNETH GRIFFIN
JAMES GUSELLA
JOYCE HAASE
CAROL HALL
JULIETTE HARDIMAN
ELIZABETH HARTNETT
KARYLEN HEADLEY
BARBARA HEJNAR-LOWE
MAUREEN HEMINGWAY
DIANE HERALD
PATRICIA HOPEWELL
JANE HOWLEY
BARBARA IRBY
MICHAEL JOHNSON
ROBERT JOHNSON
JILL JONES
LILLIAN KAHN
JOAN KEEFE
DEBORAH KILIAN
MARIN KONSTADT
THOMAS KRUEGER
JAMES KURNICK
MARIE LAGUERRE
HEIDI LARKIN
DONNA LAWRENCE
CHRISTOPHER LENK
VIRGINIA LEONARD
LORENZO LEWIS
RUTH LINDQUIST
ELIJAHU LIVNI
MARIA LOMBA
CAROL ANN LORENTE
BRIAN LYNCH
PAUL MACGARVEY
EDWARD MACINNIS
ANNE MACMILLAN
ANN MAGEE
JOHN MALTSBERGER
CONSTANCE MANCINI
SUSAN MARAVENTANO
PATRICIA MAROTTA
JANE MARSHALL
MARILYN MARTIN
SUSAN MATHEWS
KATHY MCCARTHY
MARK MCDONOUGH
KATHLEEN MCELHINNEY
DIANE MCELVERY
SUSAN MCKAY
PATRICIA MCKENNA
MARGARET MCMAHON-MERLI
ELLEN MCPADDEN
DEBORAH MESSINGER
DAVID MILLER
DOMENICA MOGAVERO
DENISE MONTALTO
JEAN MURPHY
ANN MYERS
THERESE NEARHOS
EMERSON NILES
JOAN NILES
BRIAN NILES
SUSAN NOSKA
NICHOLAS O'CONNOR
KAREN O'DONNELL
ANNE PAONE
JOANNE PASK
CHRISTINE PETERS
GAYLE PETERSON
MARIE PHILLIPS
LOUIS PIERRE
DIALMA POLES
RICHARD POLISSON
ANN PRESTIPINO
ROBERT REIFSNYDER
TANYA ROBBINS
JOANNE ROBERTS
KAREN ROWELL
KATHRYN RUOFF
VIRGINIA SANDERS
RITA-ANN SANTANGELO
BARBARA SCAFIDI
ROBERT SCARDINA
SARA SCHULMAN
CYNTHIA SERRECCHIA
JAYNE SEXTON
ELIZABETH SEYBOLT
SONIA SHEA
KATHLEEN SHEEHAN
PETER SHORT
DALE SOKOLOFF
EILEEN SULLIVAN
KATHY TABOR MCEWAN
JOAN TAFE
JOANNE TESTA-MACDONALD
ELIZABETH THOMPSON
ROSEMARY TINTONI
DIANA TITUS
JANE TREMBLE
GEORGE VAIDA
MARILYN VITALE
JOHN WAIN
BRUCE WALKER
JUDY WALSH
PEGGY WARREN
LARRY WASHINGTON
ANTHONY WEBBER
ARTHUR WEYMAN
VIRGINIA WHITEHOUSE
CLARENCE WIGGINS
JACQUELINE WILLIAMS
ELLEN WILLIAMS
EUNICE WILSON
JOANNE WIMBERLY
MARION WINFREY
JOAN YANKUN
JERRY YOUNGER
YONG-MING YU
JOANNE ZOLLARCOFFER

For Fifteen Years

RICHARD ANDERSON
MARY APPLEYARD
JANICE ARRIGO
BRIAN AWBREY
MICHAEL BAILIN
CAROL BAKER
CYNTHIA BALLAN
MARIA BARBIERI
ROSEMARY BEAGAN
LORA BELKNAP
JANET BELL
ROCCO BELLONE
GILDA CARDENOSA
CORALEE CARRIGAN
JOAN CARVEN
ELIZABETH CATLIN
MARY CHRISTENSEN
JEANETTE COHAN
DONNA COLEMAN
CAROLYN COMPTON
TERRI COOPER
GREGORY CORBIN
DARLEEN CRISILEO
SUSAN CRONIN-JENKINS
MARILYN DAILEY
SUSAN DAVIDSON
MARILYN DECOULOS
MARIE DEMAY
CARMELA DIBENEDETTO
PHILIP DICARLO
DIANE DOHERTY
JOYCE DONOVAN-ROBLES

John Burton Stanbury (60 years)

John B. Stanbury, MD, earned his medical degree from Harvard Medical School (HMS) and completed his internship in Medicine at the MGH in 1941 before serving as a medical officer in the U.S. Navy from 1941 to 1945. Following his discharge from the military, he completed his residency training in Medicine at the MGH in 1948. He then became assistant professor in Medicine at HMS and chief of the Thyroid Clinic and Laboratory at the MGH. He later rose to the rank of associate clinical professor of Medicine at HMS and continued as chief of the Thyroid Clinic until 1966 when he joined the staff at the Massachusetts Institute of Technology as professor of Experimental Medicine. In addition to his role at MIT, he has continued as a consultant physician at the MGH and a lecturer in Medicine at HMS.

ANNE BELMONTE
RICHARD BELTON
ELENA BENNETT-RIZZO
MARIETA BIENAIME
MICHAEL BIERER
MELISSA BJORK
DEBORAH BLACKER
MARIA BLOCH
CLAIRE BLOOM
KAREN BOLDEN
MARY BOMBARDIER
EVELYN BONANDER
SUSAN BRIGGS
DENNIS BROWN
DOROTHY BROWN
KATHERINE BROWN
ROBERT BROWN
TERRANCE BRUSKI
JANE BRYANT
KATHLEEN BURNS
JOAN BUTTERTON
JEFFREY DOVER
KRISTIN DOWNING
ELISE DREW
BARBARA DROWNE
NANCY DUNHAM
HARWOOD EGAN
CAROL EHRLICH
JOHN EICHHORN
MARK EISENBERG
LOUIS ERCOLANI
MILAGROS ESCOBAR
JACQUELINE EVERSLEY
MARLENE FAIRBANKS
MAUREEN FALLON
JOAN FARROW
DENISE FAUSTMAN
MAURIZIO FAVA
DIANNE FINKELSTEIN
CYNTHIA FINN
MICHELLE FORRESTALL
MYRTLE FREDERICK

BRIAN FRENCH
DONNA FROST
CHARLEEN GALLAGHER-CHE
RICHARD GARBER
DENISE GAUTHIER
CAROL GELB
JEFFREY GELFAND
ANNA GIARRUSSO
ELIZABETH GILROY
EUGENIO GONZALEZ
ROBERT GOODWIN
CHRISTINA GRAF
KELLEY GRAMSTORFF
ALBERTA GRUNBECK
USHA MACGARVEY
MARYBETH MAHENO
WILLIAM MAILLOUX
MARYANN MANTVILLE
KATHRYN MARTIN
JUDITH MASSAKOWSKI
JOAN MATHEWS
MEGAN MCCARRENS
SHEILA MCCARTHY
STEPHEN MCDERMOTT
NANCY MCMANUS
LISA MCNEIL
ANGELA MICOZZI
DEB MIHALEY-SOBELMAN

Leroy Eldredge (50 years)

Leroy Eldredge, MD, first came to the MGH 50 years ago as a house officer from the Hitchcock Clinic-Dartmouth Medical School. He has since built a career as a pediatrician both at the MGH and in private practice. He has served on several prominent committees including the American Academy of Pediatrics Committee on School Health and the Massachusetts Medical Society.

ANA GUTIERREZ
DANIEL HAGEN
ELIZABETH HAIRE
LORI HANNAN
ALETA HARTMAN
NANCY HASSAN
THOMAS HATHAWAY
JACQUELINE HAVEY
KATHRYN HELD
ALFONSO HERRANZ
EVELYN HO
GODTFRED HOLMVANG
CATHERINE HOTZ
T. HOWARD HOWELL
PAUL HUANG
CYNTHIA HYNES
FRANK IRELAND
EMELINE ISAACS
MAURICE ISENHART
KATHLEEN JAY-AGUIRRE
L. CANDACE JENNINGS
ROBERT JOHNSON
VERDIEU JOSEPH
HOWARD KANTOR
STEVEN KELLY
SUSAN KELLY
EDITH KENNEALLY
CHARLES KENNEY
ROBERT KINGSTON
ANTHONY KIRVILAITIS
CYNTHIA KNAUSS
KATHERINE LAWLER
DIANE LESTER
BARBARA LEVIN
SONIA LEWIN
MIRTA LEYVA-COFFEY
TED LOVE
INES LUCIANI-MCGILLIVRAY
MARCY MACDONALD
CAROL MORAN
SAMUEL MOSCHELLA
CHRISTINE MOULTON
CYNTHIA MURPHY
BARBARA NARKIEWICZ
MARY NIEDERBERGER
DERMOT O'ROURKE
CHRISTOPHER OGILVY
REBECCA OSGOOD
EVA OSTANE
GUO-LI PAN
BRENDA PARRELLI
MARY PASKOS
JOANNE PHELAN
BRENDA PINEDA
MARY PIRKEY
PATRICIA POLYS
PETER RAYNES
JULIA READE
GUY REED
JENNIFER REPPER-DELISI
LINDA RICHARDS
LINDA RILEY
PALMIE RIPOSA
SUSAN ROONEY
GARY RUVKUN
ADRIENNE SACCO-MAGUIRE
ARUNA SACHDEV
ANTHONY SANSEVERO
JULIE SCHWALM
ROBERT SCOTT
EVADNE SEALE
MARIA SEAVEY
LESLIE SHAFF
KENNETH SHEPHERD
ROBIN SHERMAN
CHRISTINE SHIELDS
LUZ SIERRA
JAMES SILVIA
WILLIAM SINGER
BRENDA SMITH
KIMBERLY SMITH
ROBERT SMITH
SUSAN SMITH
ANGELA SOLIS
ILSE SOUSA
RICHARD STACK
MARY STACY
IVAN STAMENKOVIC
ANNMARIE STARCK
JOANNE STELLA
MEREDITH SULLIVAN
HIROSHI TAKAHASHI
SHEILA TATULLI
JANE THOMPSON
MICHAEL TOTH
MICHAEL TSANG
ELAINE VAN NOSTRAND
EMMA VOZZELLA
SEAN WARD
DARLENE WATERS-D'INDIA
DAVID WEAVER
MARILYN WISE
SHUILIN WONG
VERNON YOUNG
PATRICIA ZELANO

For Ten Years

JEAN ABELLARD
JUDITH ADAMS
AHMAD AGHAEE
EDGAR AGUIRRE
DAVID AHERN
CHRISTINE ALBERT
JAMES ALLAN
JANET ALLEN
NANCY ALLES
DANISA ALONZO
YOLANDA ALSTON
ANGELA ALTOBELL
EDWARD AMICO
LORNA ANDERSSON
ORLANDO ARANGO
JANE AUSTIN
MARIE AZEVEDO
EARLE BAILEY
PATRICK BALDASSARO
ADAM BARRETT
SANDRA BARROW
JOYCE BARROWS
CAROLYN BARTLETT
CHRISTOPHER BEAGLE
JOHN BEAGLE
ANNE BECKER
CYNTHIA BEECH
KHEMISSA BEJAOUI
JOHN BELKNAP
HILDA BELLAMY
VERA BELLE
WILLIAM BELTON
JACKIE BELTRE
VALERIE BENNETT
DAVID BERGER
ROBERT BERGMAN
PATRICIA BERGSCHNEIDER
MARYSE BERNARD
KIRTAN BHAGAT
LUCA BIGATELLO
DOROTHY BINFORD
CAROL BIRNBAUM
WILLIE BLOUNT
DEBORAH BOBOLA
LUIS BONILLA
KAREN BORDEN
MAX BORTEN
MICHAEL BOTTE
MARGARET BOULOS
CATHERINE BOVE
GRACE BOWEN
KATHRYN BOWSE
LINDA BRACEY
LAUREN BRADBURY
PATRICIA BRIGGS
JAMES BROWN
ELAINE BULMAN
EDWARD BURNS
HENRY BUSZKIEWICZ
MELVIN CABAN
MARIA CABRAL
PLINIO CABRERA
QUETLIE CADET
CARLOS CAMARGO
LAURA CAMERON
JONNA CAPECCI
MARY CARBONE
LUIS CARDOSO
MARY CAROLAN
JUDITH CARR
JOAN CARRIERE
JOANNE CARTER
DIANE CARTER
ELIZABETH CARVEN
NOREEN CASEY
NINO CERNIGLIA
MIREILLE CESAR
CLAUDIA CHAE
MARY CHAMBERS
ANGELA CHANDLER
EMILY CHANDLER
TREVOR CHASE
KIMBERLY CHEEVERS
ZHANGWEN CHEN
ROBERT CHOTALAL
ROSEANN CICCOLO
LUCIA COALE
ELIZABETH COE
JAYSON COLBY
AURA COLON
MICHAEL COMOLETTI
DONALD CONDIE
GERALDINE CONNOLLY
LAURA CONSOLO
PETER CORREIA
LEAH COVIELLO
KATHRYN CREATI
DONNA CROWE
JUDITH CROWE
KATHLEEN CROWLEY
JOSELINO CRUZ
JOANNE CULIPHER
NICOLA CUMMINGS
KIM CURLEY
CAROL DALTON
CECILE DARCY
ELISA DAROCHA

EUGENIO DAROSA
SANDRA DASZUTA
BENJAMIN DAVIS
ANTONIA DEBRITO
ANTONIO DELVILLAR
WILLIAM DENMAN
EMMA DIAZ-ORTIZ
ALAN DIBIASIO
DONNA DIGIOIA
JOHN DILLON
ANDREA DINARDO
ROSEMARY DOLAN
DAVID DOMBKOWSKI
JANICE DOMINOV
MARIA DOS ANJOS
DANIEL DRISCOLL
LORRAINE DUDA
TAMARA DUDKIN
KEARIN DUNBAR
LYN DUNCAN
JOYCE DUNNE
PAMELA DWYER-GROGAN
KRISTIN EGAN
NICOLE ELIAS
ROBERT ELIAS
JOHN ELIOPOULOS
CECELIA EMERSON
MARIA EMILIA
JAY EMMONS
NANCY ERHARD
GEORGE ERIKSON
SUSAN EVANGELISTA
PIERROT EXILUS
PATRICIA FALLON
ANTHONY FATALO
WILLIAM FERGUSON
ADELE FERREIRA
ANTONIO FERREIRA
MARGARET FERRELL
SUSAN FINN
LORRAINE FLAHERTY
MARGARET FLYNN
ELLEN FORMAN
STUART FORMAN
LINDA FORSYTHE
IRVING FOX
CAROLE FOXMAN
SARAH FULGHAM
GLENN FURUTA
JOAO GARCIA
JULIE GARRITY
CHRISTINE GAUTREAU
JOAN GAY
YIMIN GE
CHRISTINA GELEV
KATIA GEORGOPOULOS
JOSEPHINE GIANGRANDE
PATRICIA GIBBONS
ROMUALD GIERYMSKI
THOMAS GILL
RUTH GIORGI
PEGGY GIVANS
THOMAS GLOVER
LISA GLUCK
VIRGINIA GOGGIN
RONDA GOLDMAN
DOMINGAS GOMES
DEBORAH GORHAM
DENISE GRAHAM
JUDITH GRICE
SHEILA GRIMMEL
JUN GUO
STEVEN HAFFA
ROGER HAJJAR
BRIAN HALL
LEENA HAMBERG
MELVIN HARGROVE
EDWARD HARLOW
CATHERINE HARRINGTON
JANICE HEALEY
ALYSSA HELD
CHRISTINE HENNESSEY
JANE HERMOSA
ESSIE HILL
DONNA HILLS
TA HOANG
MARIA HOFMAN
ELIZABETH HOHMANN
CHRISTINA HOULLAHAN
LORETTA HSU
ZHIHONG HUANG
GORDON HUGGINS
GEORGE HUNTER
STEPHEN HURLEY
CAROL HURNEY
TONI HURTON
JENNIFER HYLTON
FUMITO ICHINOSE
MICHAEL IRIZARRY
MARIA IULIAN
ALTHEA JACKSON
DAVID JACKSON
RAYNALD JEANTY
ROBIN LIPKIS-ORLANDO
SUSAN LITTLE
JAMIA LIU
MARIE LLOYD
MARIA LODUCA
PAUL LOISELLE
MATTHEW LONGVAL
MARIA LOPEZ
ANDREW LOZYNSKY
XIAO-M LU
ELISABETH LUBAS
ELAUDE LUC
SHIRLEY LUNDRIGAN

Robert Thomas Sceery (50 years)

Robert Thomas Sceery, MD, earned his medical degree from Yale University School of Medicine in 1950 and completed his residency in Pediatrics at the MGH in 1953. After his residency, Sceery started a private practice in Cohasset, Mass., where he has practiced pediatric medicine for the last 47 years. His clinical interests include caring for adolescents, newborns and children with learning difficulties. Sceery continues to attend grand rounds at the MGH and often sees his patients who have been admitted to the hospital. Revered in the Cohasset community as a beloved physician, Sceery was named Cohasset Citizen of the Year in 1998.

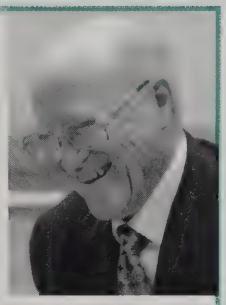
Phillips Hallowell (50 years)

Phillips Hallowell, MD, was appointed to the staff of the MGH Anesthesia Department as an assistant anesthetist in 1955 and was appointed as an anesthetist in 1965. During his tenure at Harvard Medical School from 1955 to the present, he has advanced from instructor to assistant professor of Anesthesia. His memberships include the Norfolk District Medical Society and the American Society of Anesthesiologists.

MAUREEN JERZ
MELISSA JOHNSON
MARK JOSEPH
PIERRE JOSEPH
SPYROS KALAMS
BARBARA KANE
ROSANNE KARP
RUTH KATZ
PETER KIM
STEPHEN KIRBY
PATRICIA KISZKISS
TINA KNOWLES
THEODORE KOH
STEPHEN KOSSLYN
SUZANNE KOVEN
LORRAINE KUSHNER
SUSAN LADETTO
MARIE LAFOREST
MARIE LAFORTUNE
GEORGETTE LAMOUR
ELLEN LARTEY
AGNES LAU
FEROLINE LAUGHLIN
ELVINA LAWRENCE
LINDA LAWTON
STANDLEY LAWTON
TAMARA LEAF
KRISTINE LEAHY
KAECHOONG LEE
MIGUEL LEIBOVICH
WILLIAM LENDERKING
IRENE LERMAN
LISA LERNER
MICHELLE LERNER
ANN REYNOLDS LETENDRE
RONALD LETOWSKI
LYNNE LEVITSKY
VICTOR LEWIS
CRYSTAL LYNCH
MICHAEL LYNCH
KATHLEEN LYON
MARK LYONS
MIA MACCOLLIN
CATHERINE MACKINAW
BONNIE MACKOOL
KRISTINE MAGEE
DEBRA MAHONEY
MARC MALO
GIDGET MANNING
JOLENE MARANGI
MARY MARCELLA
CLODESE MARCILIN
DESSLAR MARTIN
LITA MATTAROCCIA
DANIEL MAYTUM
JODI MCCARTHY
NANCY MCCARTHY
MARY MCCONVILLE
ELIZABETH MCDEVITT
DIANE MCDONALD
MICHAEL MCGAH
MARYJANE MCGOEY
PHILIP MCGOVERN
KATHLEEN MCKIBBIN
DONALD MCLEOD
JOHN MCLOUGHLIN
PAUL MCMAHON
MARGARET MERCURY
MARIE MESAMOUR
HAROLD MICHLEWITZ
MICHELINE MILLERET
STEPHEN MILLHAM
EVAN MOJICA
MARIE MONTOUR
RONNEY MORALDO
RAMON MORALES

SUSAN MORGAN
MARYELLEN MORIN
SUSAN MORRIS
HILDA MORRISON
JENNIFER MORSE
LISA MORSE
JILL MOYETTE
KIM MURPHY
LYNNE MURPHY
REBECCA MURPHY
MEGAN MURRAY
PHILIP MURRAY
KIM NADEAU
CATHRYN NAGLER-ANDERSON
ALESSANDRA PECCEI
PABLO PEREZ
DANA PERRY
WILLIAM PETERSON
SUPRON PHASANG
CAROLE PHILIPPE
MARIE PHILIPPE
KATHERINE PHILLIPS
ROBERT PINA
CHERYL PIRES-TAYLOR
DONALD POLCARO
BRIGITTE PONCELET
SALVADOR PORTILLO
LESLIE PORTNEY

Kurt Isselbacher (50 years)



From 1957 to 1988, Kurt Isselbacher, MD, served as chief of the MGH Gastrointestinal Unit, and then became director of the MGH Cancer Center in 1987, a position he continues to hold. Considered one of the most prominent physicians in the Boston area, Isselbacher has received numerous awards and honors, including a Harvard Medical School (HMS) humanitarian award named in his honor in 1996; an HMS professorship named after him in 1997; and a conference area and book repository on Blake 4 that was named the Kurt J. Isselbacher Library. This year, he was awarded the Kober Gold Medal of the American Physicians for 2001 for outstanding contributions to academic medicine. Isselbacher also is a member of the National Academy of Sciences and the American Academy of Arts and Sciences.

YVONNE NAIMO
MICHAEL NATHAN
GERARD NAU
LAURA NEVILLE
YAU NG
GAIL NILSSON
ANNA NUNEZ
BERNARD NURSE
TRACI O'LEARY
MARY OELWANG
SHEILA O'KEEFE
EILEEN O'LEARY
MARY ORECCHIO
RAFAEL ORNSTEIN
KRYSTYNA ORZEPOWSKA
DEBORAH OSGOOD-HYNES
FAREEDA OSMAN
STEPHEN OTTO
DONNA PALAZZI
BEATRIZ PANAMENO
JOANNE PARHIALA
ROBERTO PARIAL
STEPHEN PATTERSON
FREDO PAUL
DENISE PEARSON
PATRICIA POWELL
WYDOTT PRICE
JEAN PRICE
MICHELLE PUOPOLO
LORI PYBURN
LINDA PYTLAK
PAMELA QUINN
HASSAN RAOUI
VERONICA RAVNIKAR
CHERYL REDDIN
LILLIAN REGAN
TINA REGAN-HARRINGTON
NIEVES REYES
RAMON REYES
SOCORRO REYES
MARIA RICO
SAINTELIE RIGAUD
PATRICIA ROBINSON
LISA RODRIGUEZ
PETRONILA RODRIGUEZ
GUY RORDORF
DAVID ROSMARIN
JEANNE ROUSE
ERIC RUBIN
LEONARD RUBIN
STEPHEN RUSSELL
MARIE RUSSO
FREDERICK RUYMANN
BERNADETTE RYAN
KAMIL SAID
MARIE SAINT-JUSTE
LAURETTA SALERNO
ROLANDE SALOMON
CELESTE SANBORN
BRUCE SANDS
TAMARA SARKISIANZ
MARY SAUK
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For Five Years

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SUSAN AHERN
HEATHER ALIOTTA
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ELIZABETH ALMEIDA-BERNARDO
LOURDES ALMENDRAS
ROSE ALSHEIMER
DOREEN AMIRAULT
MARYANNE ANDERSEN
HEATHER ANDERSON
KEITH ANTONANGELI
DOMINGAS ANTUNES
JOHN ARAUJO
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PATRICIA ATKINS
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SHANNON BABBITT
JUAN BADILLO
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OSCAR BAIRES
KATE BALCKE
VICKIE BALDASARRE
JAMIE BALLESTEROS

CHRISTINE BANDERA
JOCELINA BAPTISTA
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JACQUELINE BARRERA
MARIA BARROS
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JASON KAFFAGA
DENISE KALLIS
GEORGE KASS

Robert E. Scully (50 years)

Robert E. Scully, MD, was appointed to the staff of the MGH Pathology Department in 1950. During his tenure at the hospital, he has advanced to the rank of pathologist and professor of Pathology at Harvard Medical School. For more than 25 years, he has been editor of the Case Records of the Massachusetts General Hospital (Cabot Cases), which are published weekly in the *New England Journal of Medicine.* His major interests have been gynecological and testicular pathology. He has authored more than 450 publications, including seven books.

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Chiu-Chen Wang (50 years)

Considered a pioneer in the field of radiation oncology, Chiu-Chen (C.C.) Wang, MD, has a special expertise in the treatment of head and neck cancer. His research and innovative techniques have popularized several treatments, including the use of intraoral cone in the treatment of early oral cavity carcinomas. He has trained more than 100 radiation oncologists, and has influenced many others through numerous publications (more than 200 to date), lectures and refresher courses. His many awards and honors include being named 1997 American Society for Therapeutic Radiation and Oncology (ASTRO) Gold Medalist. He also is a visiting professor at more than 15 universities worldwide and was the recipient of the annual Chinese Hospital of San Francisco Award in 1980.

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October 20, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers gathered to celebrate Ether Day last week. Congratulations to all honorees for their dedicated service.

Ether Day 2000 honors employees

MGHers gathered under the Bulfinch Tent Oct. 13 to honor employees for their length of service to the hospital during the annual Ether Day celebration. More than 1,500 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 40, 50 and 60 years were honored with pins and colored flowers distinguishing years of service, a celebratory ceremony and reception with refreshments.

Jeff Davis, senior vice president for Human Resources, emceed the event, recognizing the 5- to 30-year honorees by group and the 40-, 50- and 60-year honorees individually. The audience had the opportunity to stroll down memory lane when the number one hit song for each milestone was played as Davis announced each group. From Hootie and the Blowfish's 1995 song "Only Wanna Be With You" to the 1940 hit "Frenesi" by Artie Shaw and his Orchestra, the songs added a touch of humor to the ceremony.

Guest speakers Peter L. Slavin, MD, chief executive officer of the Massachusetts General Physicians Organization; Ed Lawrence, chair of the MGH Board of Trustees, and James J. Mongan, MD, president of the MGH, offered their congratulations to the honorees for their dedication and commitment to the hospital. ●

"No Gift Too Small — Are You In?"

Oct. 26 will mark the beginning of the MGH United Way campaign. The United Way of Massachusetts Bay is a community-focused, nonprofit organization dedicated to improving peoples' lives in 80 cities and towns throughout Greater Boston. All MGH employees and staff will receive a United Way pledge card with their paycheck Oct. 26. This year's campaign slogan is "No Gift Too Small — Are You In?" Each department has a United Way representative, who will be responsible for collecting pledge cards and providing information about the campaign. Employees who turn in their cards before Nov. 17 will be eligible for weekly raffle prizes. For more information about the MGH campaign, call Nancy Marttila at 724-3055.

For more information about the United Way, visit *www.unitedway.org.*

Celebrating success of Operations Improvement, Specialty Care Management; announcing beginning of Clinical Performance Management

A special reception Oct. 12 celebrated the many achievements of Operations Improvement (OI) and Specialty Care Management (SCM) and announced the launch of Clinical Performance Management (CPM). CPM is a joint MGH and Massachusetts General Physicians Organization (MGPO) initiative designed to improve patient care and increase efficiency in delivering that care.

Top, from left, Peter L. Slavin, MD; James J. Mongan, MD; and W. Gerald Austen, MD. Bottom, from left, Jeff Weilburg, Maryanne Kiely, RN, and May Chin.

At the reception, MGH and MGPO leadership congratulated the OI and SCM teams for their years of dedication and commitment. "We have accomplished a great deal through OI and SCM, and I want to commend all of you for all that you have done for the hospital," said James J. Mongan, MD, president of the MGH.

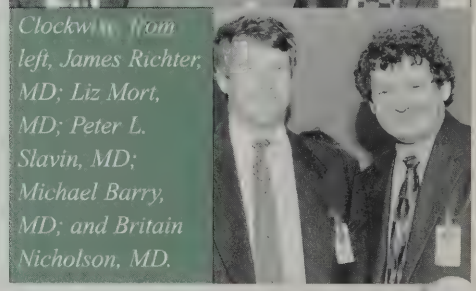
Peter L. Slavin, MD, chief executive officer of the MGPO, echoed those sentiments. "We owe a debt of gratitude to OI and SCM," he said. "There is no question that our results have made this hospital a better place for patients to receive care and a more efficient place to work."

Mongan described the completion of the OI and SCM initiatives as a phase of an ongoing effort for the hospital to improve efficiency and enhance patient care. CPM builds upon the successes of OI and SCM, but will streamline efforts and reduce redundancies. The new CPM management structure will integrate OI, SCM, Primary Care Medical Management, the length of stay task force and other clinical resource management efforts into a more comprehensive and coordinated program.

According to Slavin, who chairs the CPM Executive Committee, the CPM structure will be comprised of the Executive Committee, five executive subcommittees and nine clinical teams that were selected based on opportunity for improvement. The CPM clinical teams include primary care, cardiac medicine and surgery, emergency services, intensive care units, neurology/neurosurgery, musculoskeletal services, surgery, oncology and pediatrics.

The five executive subcommittees are capacity management, quality improvement, ancillary utilization, medical management and managed care contracts. Project management and analytic support have been consolidated to help support the CPM effort. The subcommittees and project management staff will work with the clinical teams to set goals, organize efforts and report progress back to the Executive Committee. The Executive Committee will provide an overall coordination to the initiative and will report results to hospital senior management.

The main goal of CPM is to reorganize and reduce the overlap of the management efforts. "A key difference between the goals of OI and SCM and those of CPM is that the new effort is designed to help us grow our programs and explicitly improve the quality of care for our patients," said Mongan,



Clockwise from left, James Richter, MD; Liz Mort, MD; Peter L. Slavin, MD; Michael Barry, MD; and Britain Nicholson, MD.

Slavin added, "Another important goal for CPM is to improve the quality of clinicians' professional lives."

The next step for CPM is to establish clinical team leadership and membership. The short-term goals of the initiative will be to develop action plans for managing the hospital's expected increase in volume through the winter months. Additional goals such as quality improvement will be added to the teams' activities during the coming months. ●

Program staff, from left, Shilu Mistry, Denise Epifania, Allison Sherwat, Suzanne Sokal, Joanne Curran and Laura Humphrey.

A vision of the past: Painting of a mural in the Ether Dome begins

Warren Prosperi, *(below)* a Boston artist, began work on a mural in the Ether Dome this week. The mural depicts the world's first demonstration of ether during surgery in what was then the operating theater on the top floor of the Bulfinch Building. Prosperi estimates that the mural will take approximately one full year to be completed.

MGH Revere reads

The MGH Revere HealthCare Center this week celebrated the first anniversary of Reach Out and Read, a national pediatric literacy program that encourages parents to read to their children. To mark the anniversary, MGH Revere hosted a party Oct. 17, during which many Revere pediatricians and staff read children's books aloud in the waiting room of the health center. Funding for this event was provided by Reach Out and Read and by the Ann Marie Kempczinski Foundation. Below, Harwood Egan, MD, unit chief of Pediatrics at MGH Revere, *(center)* reads to *(from left)* Meriam Mehaya, Alex Major, Mohamed Ouanza and Susan Curley, project manager for Reach Out and Read.

Help name the Radiology robot

The **MGH Radiology Image Service Center** (ISC) recently completed a three-month pilot that monitored the feasibility of using a trackless robotic courier to transport x-rays between the main ISC in the Blake sub-basement and the Dodd Interpretation Area on Blake 2. The robot and elevator utilization was monitored closely, and the results demonstrated that there was no negative impact. The robot has allowed the ISC staff more time to better serve patients.

The robot now needs a name. The robot will be making a special appearance in the Main Corridor Oct. 25, from noon to 1 pm. MGHers are welcome to stop by, meet the robot and submit a suggestion for the robot's name. Ballots also may be deposited at boxes located in the Central Lobby and the Image Service Center in the Blake sub-basement. A selection committee from multiple service areas will meet in November to make the final decision about the robot's name.

Radiology robot needs a name

Your name:

Robot's name:

Your phone number:

Please submit through interoffice mail to Jean Elliott, Radiology, Blake sub-basement, 0029A. Deadline is Oct. 27.

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MGH HOTLINE

WHAT'S HAPPENING

Domestic violence awareness
In recognition of Domestic Violence Awareness Month, the Domestic Violence Working Group will sponsor "Broken Vows: Religious Perspectives on Domestic Violence," Oct. 26, noon to 1 pm in the Wellman Conference Room. Lunch will be served. For more information, call 724-0054.

HOPES seminars
The MGH HOPES (Helping our Patients and Families through Education and Support) program will offer "Fear of Death: Spiritual Resources," facilitated by Michael McElhinny, MDiv, of the MGH Chaplaincy, Oct. 23, noon to 1 pm. "Parenting in Challenging Times: A Drop-in Support Group for Parents," facilitated by Paula Rauch, MD, of MGH Psychiatry, will be offered Oct. 24, 11 am to noon. "What to Expect after TRAM-Flap Breast Reconstruction," facilitated by Diane Heislein, PT, MSN, of MGH Physical Therapy, will be offered Oct. 25, noon to 1 pm. "The Great Estrogen Debate: The Pros and Cons of Estrogen Replacement Therapy," facilitated by Janet Gallant, RN, NP, of the MGH Gillette Center for Women's Cancers, and Maria Roche, RN, NP, of MGH Hematology/Oncology, will be offered Oct. 27, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call 724-1822 or 72-HOPES.

Psychotherapy conference
The Center for Psychoanalytic Studies at the MGH will present its fall conference Oct. 28, from 8:15 am to 4:45 pm in the O'Keeffe Auditorium. This year's topic is "Reframing the Frame: Boundaries in Psychotherapy." Faculty members from the center will present and discuss challenging psychotherapy cases from a variety of theoretical perspectives. Lunch and coffee breaks are included. The cost of the conference is $35 in advance and $40 the day of the event. Hospital trainees, however, may attend the conference free of charge. To register, call Elizabeth Shapiro, PhD, at 724-0808.

Strength for Caring
A "Strength For Caring" program will be offered Nov. 4, 8:30 am to 4:30 pm in the Cox 8 conference room. This is a full-day program of education and support for family members and loved ones caring for an oncology patient. Breakfast and lunch will be provided. Invitations and brochures about the program may be picked up in the Cancer Resource Room on Cox 1 or from Michelle Hazelwood in Cox 802D. For more information or to register, call Hazelwood at 724-1833.

Storybook Ball
The MassGeneral Hospital for Children will host the "Storybook Ball" Oct. 27, 6:30 pm to midnight at the Ritz-Carlton, Boston. The event will feature dinner, dancing, an auction and entertainment by Peter Duchin and his orchestra. This fundraising event is sold out.

Health Day 2000
The MGH Charlestown HealthCare Center and Boston Evening Medical Center (BEMC) will participate in Health Day 2000, sponsored by the Boston Public Health Commission and the Boston Conference of Neighborhood Health Centers, a subcommittee of the League of Community Health Centers. Both centers will host health-screening events Oct. 21, 9 am to noon. At the Charlestown site, screenings for osteoporosis, cholesterol and blood pressure will be available, and there will be gifts and refreshments. At the BEMC site, screenings for blood pressure will be available, and there will be gifts for participants. For more information, call Gretchen Buxbaum at MGH Charlestown at 724-8143 or Christine Bonanno at BEMC at 585-7416.

Benefits open enrollment
Open enrollment will be held at the MCH Oct. 23 though Nov. 6, with changes effective Jan. 1, 2000. Personal benefit summaries were mailed to employees' homes this week. Employees can stop by information sessions, called BeneFairs and QuickStops, to ask questions about various benefit programs. There will be QuickStops Oct. 23, 2 to 4 pm at MGH Chelsea, Oct. 24, noon to 5 pm at CNY, Oct. 25, 11 am to 1 pm at 50 Staniford St., 10th Floor Library and Oct. 26, 2 to 4 pm in the Wellman Conference Room. There will be a BeneFair Oct. 24, 10 am to 1:30 pm in the Walcott Conference Room. Complete schedules were mailed to employees with personal benefit summaries. For more information, call the Benefits Office at 726-8133.

MASSACHUSETTS GENERAL HOSPITAL

***MGH Hotline* is published weekly by the MGH Public Affairs Office.**

Submit news tips and story ideas to Victoria Brady, editor, at 724-6433; or Beth Baratz, assistant editor, at 724-5627;

by fax to 726-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

MGH Public Affairs Office
(617) 726-2206

Hotline correction

In last week's special Ether Day issue, *Hotline* inadvertently printed the wrong photo of 50-year honoree Chiu-Chen Wang, MD. At right is the correct photo. *Hotline* apologizes for the error.

October 27, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners physicians and hospitals withdraw participation in Tufts Health Plan

After months of negotiations, Partners HealthCare physicians and hospitals announced Monday that they plan to discontinue participation in the Tufts insurance plan as of April 1, 2001. The Partners hospitals that are joining in this decision include the MGH, BWH, North Shore Medical Center, Newton-Wellesley, Faulkner, Spaulding and the Partners Community HealthCare network. The Tufts senior plan, Secure Horizons, will not be affected.

The key issue in the negotiations focused on chronic shortfalls in the amount Tufts reimburses the doctors and the hospitals for the care they provide. Hospital HMO losses on the Tufts contract totaled $42 million in just two years. Physicians have not seen their Tufts fees increase in five years. These fees cover all the costs of running a physician's practice. During that time, inflation and the cost of providing care have risen 13 percent. New and better medical treatments have been introduced, but reimbursements have not kept pace.

"Both sides tried hard to resolve this situation, but unfortunately we were not able to reach an agreement," said Peter L. Slavin, MD, chief executive officer of the Massachusetts General Physicians Organization. "We regret that our talks were not successful, but the financial pressures on physicians and hospitals today are such that we can no longer participate in contracts that don't cover the cost of care."

To support Partners physicians and hospitals, Tufts health insurance plan will no longer be offered to Partners employees as of April 1. Employees who are currently enrolled in Tufts soon will receive a letter with detailed information about this change and their health coverage options. Employees may choose to stay in Tufts until April 1 or choose a different plan during the upcoming open enrollment period.

To help minimize the impact on patients, Partners is sending a letter to all Tufts patients, their doctors and their employers to alert them to this decision and inform them of their options for continuing to be cared for by Partners physicians and hospitals. Steps have been taken to ensure that patients in an ongoing course of treatment — such as chemotherapy or prenatal care — who need to keep seeing their current physician, will continue to do so. That care will be covered by Tufts as provided for under the terms of the current contract. To provide information for both patients and Partners employees, a web site has been set up at *www.partners.org/tufts,* as well as a call center to answer questions. The call center number is (800) 554-9545.

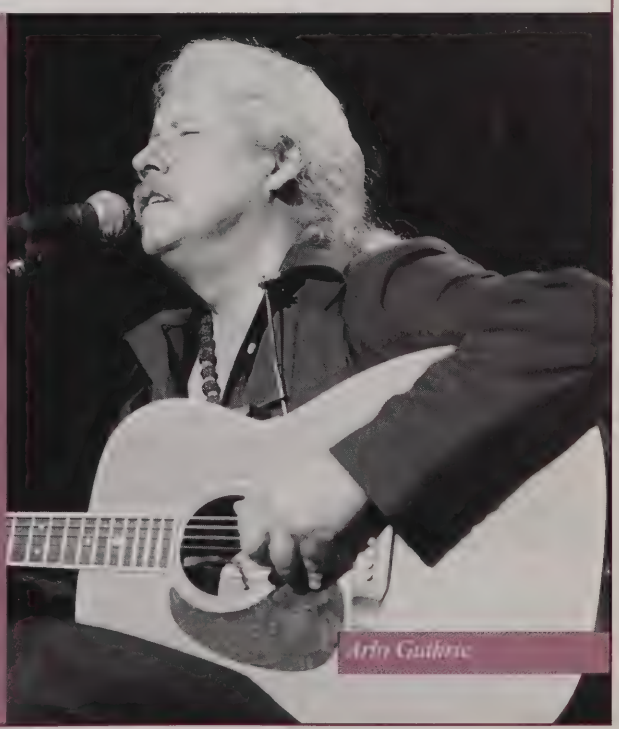
"We understand that this is a very significant step, and we had hoped these discussions with Tufts would have been resolved successfully," said Samuel O. Thier, MD, president and chief executive officer of Partners. "In the end, Tufts' proposals simply were not adequate to fund the standard of care we pride ourselves on. One key reason we formed Partners was to protect our legacy of patient care excellence in the face of these challenges. This decision, while very difficult, is consistent with that founding goal." ●

Schwartz Center celebration

With harmonica and guitar in hand, folksinger and storyteller Arlo Guthrie entertained more than 1,000 supporters of the Kenneth B. Schwartz Center at its fifth annual dinner Oct. 18 at Boston's Westin Hotel. Each year, the event celebrates the mission of the center — to promote compassionate health care and strengthen the important relationship between patients and caregivers.

Another highlight of the evening was a video presentation entitled "The Schwartz Center Rounds: Voices of Caregivers," featuring the rounds at Emerson Hospital in Concord, one of nine hospitals in New England currently conducting these multidisciplinary meetings. The Compassionate Caregiver Award was presented to Judith Best-Lavigniac, RN, MSN, FNP, a nurse practitioner who works with the homeless population on Cape Cod. The Schwartz Center created the award last year as a way of honoring caregivers who display extraordinary compassion in caring for patients.

Kenneth B. Schwartz was a prominent health care lawyer who died in 1995 of lung cancer.



Arlo Guthrie

MGH Chaplaincy celebrates Pastoral Care Week

The MGH Chaplaincy Department celebrated National Pastoral Care Week Oct. 18 with a special service and musical performances by Ben Youngman and Urban Myth. Chaplaincy staff also hosted an information table in the Main Corridor featuring Chaplaincy services and other religious and spiritual resources.

The Chaplaincy Department provides services to people of all faiths and to those with no formal religious affiliation. The staff of the Chaplaincy Department includes clergy from the Buddhist, Jewish, Muslim, Protestant and Roman Catholic faiths. Representatives of other religions are available upon request.

The MGH Chapel is located on Ellison 1 and is open 24 hours a day. The schedule of regular and holiday services is posted on the Chapel message boards.

For more information, call 726-2220. ●

MGH Chaplaincy staff

MGH recognizes Domestic Violence Awareness Month

In time for Domestic Violence Awareness Month, the MGH has added another program to its long list of efforts to assist employees who are survivors of domestic violence. The MGH Department of Police and Security, in coordination with the Employee Assistance Program (EAP), is proud to announce the "Call to Protect" program, which provides the use of donated cellular phones and service to members of the MGH community who are survivors of abusive or controlling relationships.

The MGH Department of Police and Security received a donation of five cellular phones, which are programmed to call 911 and Police and Security (726-2121) and are used as part of a comprehensive safety plan to give survivors immediate access to law enforcement professionals.

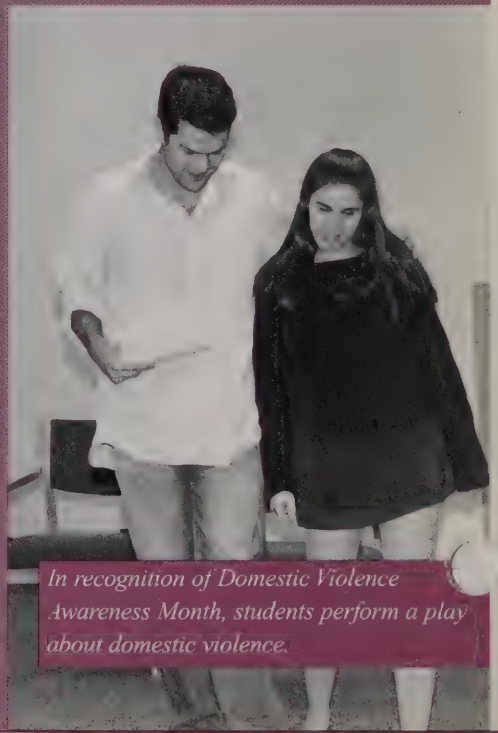
Hundreds of clothing items were donated by generous MGHers to help victims of domestic violence.

To qualify for this program, an individual must be an MGH employee who is concerned about her/his safety with a current or former partner. Either the EAP, which has a domestic violence specialist on staff, or a member of Police and Security must refer the individual to this program. At that time, the EAP or Police and Security will discuss safety concerns and the level of risk to an employee and determine whether a cell phone would be helpful in enhancing the employee's safety.

"The cell phones are giving victims of domestic violence the tools and confidence to be protected and supported, and to minimize risk," says Bonnie Michelman, director of Police, Security and Outside Services. "The phones can only serve to empower victims and deter potential perpetrators of domestic violence. We are grateful that, with the help of Cellular One, we can offer this service."

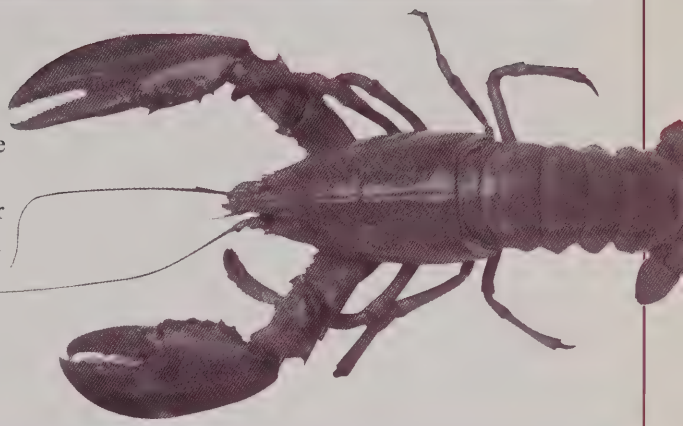
October is Domestic Violence Awareness Month and in recognition, the MGH hosted several programs and discussions *(See photo captions)*.

MGHers and patients with concerns about either their own or someone else's experience with domestic violence, may call the EAP at 726-6976, Police and Security at 726-2121 or the MGH program Hospitals Helping Abuse and Violence End Now (HAVEN) at 724-0054.



In recognition of Domestic Violence Awareness Month, students perform a play about domestic violence.

It's just a pinch



As in past years, flu vaccine will be available to MGH employees and volunteers in the Main Corridor from Nov. 1 through 8, 7 am to 5 pm. Vaccine clinics currently are being arranged for CNY and Somerville sites and will be announced through an all-user e-mail. The flu strains predicted to be active this winter are type A, which are associated with more severe illness, so MGHers are encouraged to get vaccinated. Employee IDs are required, and comfortable clothing with sleeves that can be easily rolled up is suggested on the day of vaccination. For employees who are allergic to latex, specially prepared vaccine is available at the Occupational Health Service by appointment at 726-2217. Get your pinch and stay healthy during the winter.

United Way helps MGH assist families in need

Catherine *(not her real name)* was in Boston to help her elderly mother move to an assisted living residence. A widow with two teenage daughters, Catherine lives in rural Pennsylvania and provides her family's sole support. While here in Boston, she suffered a stroke and was admitted to the MGH. It was vitally important that her daughters come to Boston immediately. Relatives were able to help with the cost of the expensive, last-minute airline tickets to Boston, but hotel prices in the city were much too high for the family to manage. Thankfully, MGH Social Services was able to help the family using United Way funds. The money was used to subsidize the daughters' stay at the MGH at the Y — one of two lodging facilities operated by the MGH Social Service Department — which enabled Catherine and her daughters to be together in this difficult time. Fortunately, Catherine stabilized within a few days and could be flown back to Pennsylvania for further care.

Catherine's story is just one example of how the MGH was able to respond to patients and families in need with the help of United Way funds.

Founded in 1935, the United Way of Massachusetts Bay is a local, nonprofit human service agency. Its primary focus is to evaluate local human service needs and raise funds to support Massachusetts organizations with proven ability to meet those needs and strengthen communities.

Despite the large number and variety of social services available, not all needs of patients are always met. In an agreement between the United Way and the Massachusetts Hospital Association, hospital social service departments may receive some United Way funds to fill in the gaps in services to support the needs of patients and their families. These types of emergency, one-time costs, like those facing Catherine's family, are where the MGH is most effective in helping those in need with the help of the United Way.

Each year, the MGH offers its employees the opportunity to give to the United Way of Massachusetts Bay. As the largest private employer in Boston, the MGH is committed to the people and institutions of this city. Funding from the United Way is awarded to the MGH Social Service Department when there is an increase in the money raised from one year to the next. For example, in 1998 the MGH exceeded the amount raised by the employee campaign in 1997, so a portion of those excess funds were given directly to the MGH. "Giving to the United Way is an excellent way to help others in need," says Evelyn Bonander, LICSW, director of MGH Social Services. "MGHers have the opportunity to share their resources and can feel good that their contributions are used wisely by United Way agencies and the Social Service Department."

The MGH kicked off the United Way campaign this week with the slogan "No Gift Too Small — Are You In?" All MGH employees and staff members received a United Way pledge card with their paychecks Oct. 26. Each department has a United Way representative, who will be responsible for collecting pledge cards and providing information to MGHers about the campaign. Employees who turn in their cards before Nov. 17 will be eligible for weekly raffle prizes.

For more information about how to donate or for a complete listing of department representatives, visit *http://www.mgh.harvard.edu/DEPTS/pubaffairs/UnitedWay/UWhome.htm* or call Nancy Marttila at 724-3055.

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MGH HOTLINE

WHAT'S HAPPENING

Law and ethics seminar

The MGH Pharmacy will sponsor "Law and Ethics 2000: Pharmacogenomics — The Future is Here," Nov. 4, 8:25 am to 2:30 pm at the Burlington Marriott Hotel, One Mall Road, Burlington. The lectures will range from a review of advances in basic science, to emerging legal and ethical issues. The program fulfills the requirements for license renewal in Massachusetts and awards five CEU's. The $50 registration fee includes lunch. For more information or to register, call Colleen Ralston at 726-2502 or send e-mail to *cralston@partners.org.*

HOPES seminars

The MGH HOPES (Helping our Patients and Families through Education and Support) program will offer drop-in yoga Nov. 2, 9, 16 and 30, noon to 1 pm in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES (724-6737).

Women's health symposium

The fall women's health symposium, "Continuum of Care: Wellness for Women at Every Age," will be held Nov. 1, 5:30 to 7:30 pm in the O'Keeffe Auditorium. Speakers will include Annekathryn Goodman, MD, and May Wakamatsu, MD, of the MGH Vincent Memorial Obstetrics and Gynecology Service, and Daniel Kopans, MD, of MGH Radiology. Registration begins at 5 pm, and refreshments will be served. For more information or to register, send e-mail to Michelle Marcella at *mmarcella@partners.org.*

Ethics forum

The MGH Ethics Task Force will sponsor "Controlling One's Own Death: Should There be Limits?" Nov. 8 at 4:30 pm in the Walcott Conference Rooms 2 and 3. The forum will feature a presentation of the Bill Moyers PBS video "A Death of One's Own," with a case presentation and panel-based discussion to follow. Refreshments will be served. For more information, call 726-6125.

Benefits open enrollment

Open enrollment is currently being held at the MGH, with changes effective Jan. 1, 2001. Employees can stop by information sessions, called Benefairs and QuickStops, to ask questions about various benefit programs. There will be QuickStops Oct. 27 from 1 to 5 pm at CNY in B-33, R301, Nov. 1, 10 am to noon at the North End Health Center; and Nov. 2, 8 to 10 am in the Wellman Conference Room; and noon to 2 pm at MGH Revere HealthCare Center. There will be BeneFairs Oct. 31, 1 to 5 pm in the Walcott Conference Room and Nov. 1, 1 to 5 pm at CNY, Building 149. Complete schedules were mailed to employees with personal benefit summaries last week. For more information, call the Benefits Office at 726-8133.

Anorexia nervosa program

The MGH Neuroendocrine Unit and the Harvard Eating Disorders Center will host a free symposium entitled "Anorexia Nervosa: Towards Recovery in the Year 2000," Nov. 16, from 9 am to 1 pm in the Shriner's Hospital Auditorium. Speakers will include David Herzog, MD, of MGH Psychiatry, and Karen K. Miller, MD, and Steven Grinspoon, MD, of the MGH Neuroendocrine Unit. To register, call Kelly Bodio at 724-5784 by Nov.1.

MGHers support Making Strides

MGHers were out in full force Oct. 15 to participate in the Making Strides Against Breast Cancer Walk, sponsored by the American Cancer Society. Large teams of employees from the MGH Cancer Center, MGH Chelsea HealthCare Center and the rest of the hospital walked the five-mile route to support breast cancer awareness and raise money for breast cancer research and treatment. MGH Chelsea held a kick-off event Oct. 13 to rally support and enthusiasm for Making Strides.

MGH Chelsea staff at their kick-off event

Return to standard time

Time reverts to standard time at 2 am Oct. 29. Remember to set clocks back one hour.

MASSACHUSETTS GENERAL HOSPITAL

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MGH Public Affairs Office
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November 3, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners HealthCare and Tufts Health Plan reach agreement

Partners HealthCare and Tufts Health Plan announced Wednesday that they had reached an agreement on a new, three-year contract that will allow Tufts Health Plan members to continue to receive care from the MGH, Brigham and Women's Hospital and other Partners hospitals and physicians.

Because of the successful resolution of the negotiations, Tufts Health Plan will continue to be available to MGH employees and staff. The annual open enrollment period for benefits is currently under way at the hospital.

"The new agreement will enable Partners doctors and hospitals to provide high-quality care to patients covered by Tufts and be reimbursed at a rate that will cover the reasonable costs of patient care," said Peter L. Slavin, MD, chairman and CEO of the Massachusetts General Physicians Organization. "We are very sorry for any disruption that Tufts subscribers experienced, but when we made the difficult decision last week, we felt we had no other choice. Today, we are all enormously pleased that this difficult situation is behind us."

The new agreement covers the following Partners physicians and hospitals: the MGH, BWH, The North Shore Medical Center, Newton-Wellesley, Faulkner, Spaulding Rehabilitation; and the community-based doctors and hospitals of Partners Community HealthCare, including Emerson, Beverly and Addison Gilbert hospitals. The new contract covers all Tufts Health Plan commercial health care coverage options. The negotiations did not involve Secure Horizons®, the Tufts senior plan. That contract remains in effect.

Harris Berman, MD, chief executive of Tufts Health Plan, said he was pleased that a resolution had been reached. "We thank our members for their understanding and Partners for its flexibility in reaching this agreement," he said. "Our mutual commitment to our members and patients means that they have the continued certainty of being able to receive treatment from Partners hospitals and physicians through Tufts Health Plan."

Both Partners and Tufts said that these difficult negotiations were a symptom of a very turbulent time in health care both locally and nationally.

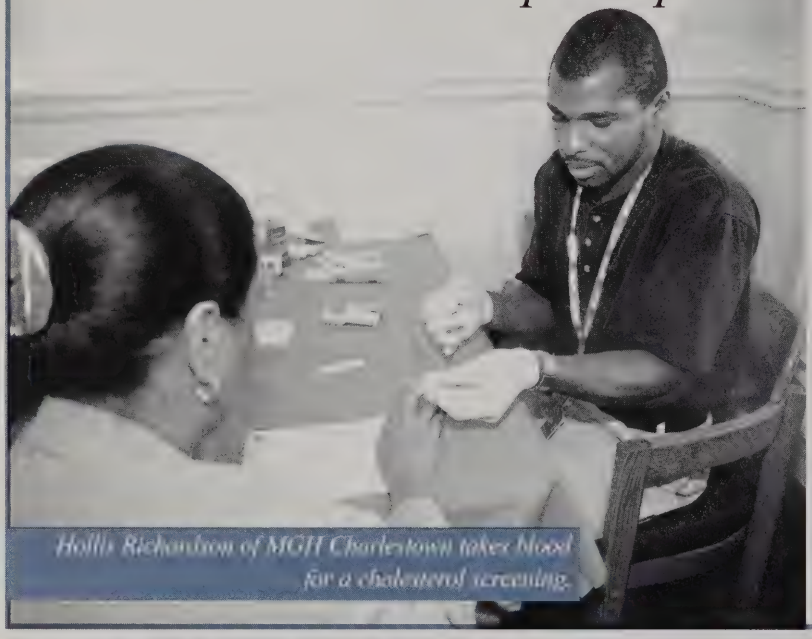
For the public, it is important that all parties work together to balance affordability with access to a broad choice of providers, officials said in a joint statement. For physicians and hospitals, resources must be available to maintain the highest standards of patient care, especially at a time of huge cutbacks in federal Medicare funding and state Medicaid rates that fall far below the reasonable cost of patient care. For health plans, it is imperative that at a time of rising health care costs, medical resources are used in a way that provides members with comprehensive benefits and affordable access to high-quality health care.

Both sides also said that the agreement between Partners and Tufts Health Plan reflects this balanced approach.

Raising awareness of women's cancers

In recognition of national Breast Cancer Awareness Month, the Gillette Centers for Women's Cancers hosted a women's cancers fair Oct. 20. Information about early detection, prevention and treatment of breast and gynecologic cancers was available. *Left,* Rose Miele, Mary Ann Chorlton, RTR(M), Joyce McWilliams, RTR(M), and Laura Smith, RTR(M), of MGH Mammography, take a break from teaching visitors about breast imaging.

MGH health centers participate in Health Day 2000



Hollis Richardson of MGH Charlestown takes blood for a cholesterol screening.

MGH Charlestown HealthCare Center and MGH Boston Evening Medical Center (BEMC) participated in Health Day 2000 Oct. 21. Sponsored by the Boston Public Health Commission and the Boston Conference of Community Health Centers, the citywide effort included 25 health centers around Boston that provided health education information and free screenings.

"Staff at both health centers felt that this event was a worthwhile effort to heighten awareness within the community about the importance of health education," says Peggy Carolan, administrative director for MGH Charlestown and BEMC. "It also was worthwhile to collaborate with efforts of the Public Health Commission and the Boston Conference of Community Health Centers."

Outpatient practices honor mentors

A group of 30 outpatient practice secretaries gathered Oct. 18 with their practice managers to celebrate the second year of the Outpatient Practice Support Essentials (OPSE) Coach/Mentor Program. The celebrants are all seasoned secretaries who were hand picked to train and support new practice secretaries to help increase retention and job satisfaction for a position that is often one of the most complex administrative jobs at the hospital.

Approximately 1.3 million patient visits occur in the outpatient practices each year, and the practice secretaries are on the front lines performing multiple duties, such as scheduling patients, answering the phone, completing insurance forms, organizing medical records and providing support to the practice physicians and clinical staff. They do all of this while presenting a cheerful demeanor to the patients who call and visit. The myriad tasks and demands can be daunting to a new secretary on the job.

According to Human Resources statistics, there was high turnover in these positions until OPSE and the coach/mentor program were created by the Practice Support Unit, Human Resources, the Massachusetts General Physicians Organization and Information Systems.

The program provides quarterly meetings for the mentors to network, exchange information and brainstorm solutions to common practice problems. A partnership with the Boston Private Industry Council also has been established to provide career development for the coach/mentors and other practice secretaries for the coming year.

For more information about the Outpatient Practice Support Essentials Coach/Mentor Program, call Stacey Houghton at 724-3311.

Mentor Lisa Vassallo of Urology, with Bob Segel, administrative director of the Department of Urology.

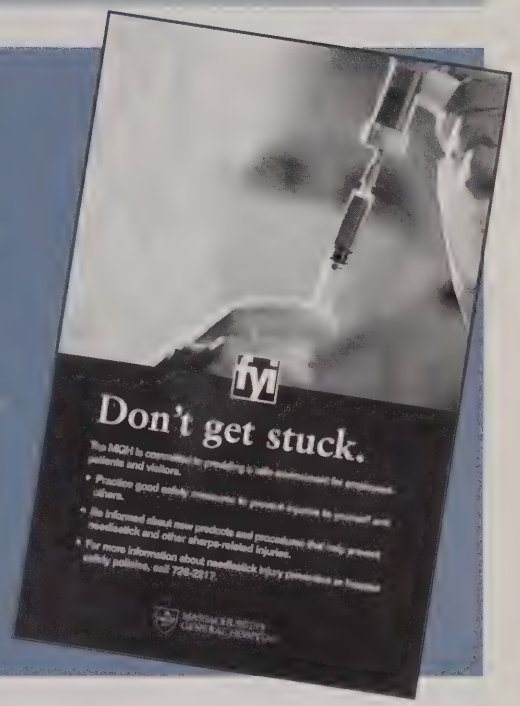
Be safe: Don't get stuck

The most recent poster in the FY1 series focuses on safety — particularly needlestick prevention — and has been distributed throughout the hospital as part of the hospitalwide initiative to educate employees and staff about important health care issues.

MGHers are encouraged to do the following:

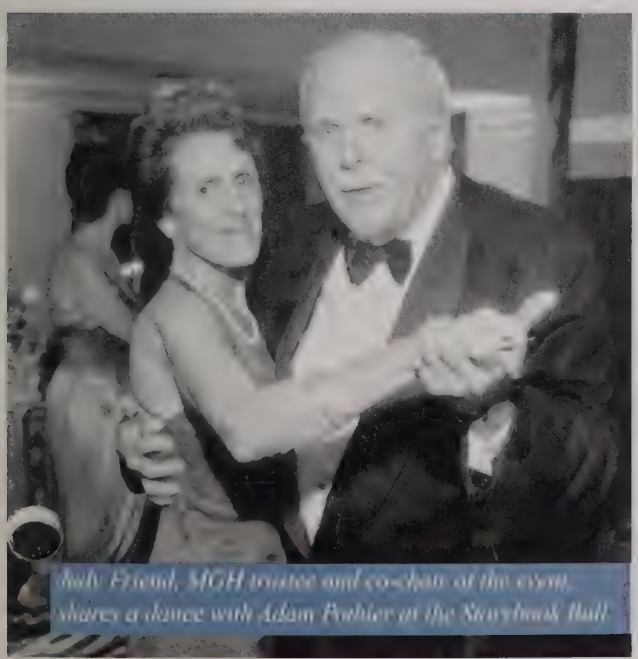
- Practice good safety measures to prevent injuries to self and others;
- Be informed about new products and procedures that help prevent needlestick and other sharps-related injuries; and
- Report all sharps-related injuries to Occupational Health at 726-2217.

For more information about needlestick injury prevention, or hospital safety policies, call 726-2217.



Storybook ball raises funds to help create happily ever afters

More than 250 people attended the inaugural Storybook Ball at the Ritz-Carlton in Boston, a fund-raising event for the MassGeneral Hospital for Children. Kasey Kaufman, news anchor for WBZ-TV, served as mistress of ceremonies for the evening, which featured live and silent auctions, dinner, dancing and music by Peter Duchin and his Orchestra. ●



Judy Friend, MGH trustee and co-chair of the event, shares a dance with Adam Poshier at the Storybook Ball.

Charlestown employee recognition day

The MGH Charlestown HealthCare Center celebrated its 32nd anniversary Oct. 19 and honored many of its employees for length of service in a celebration similar to the MGH's Ether Day. The health center opened on Sept. 14, 1968 with a staff of 10 and has grown to a staff of more than 120 employees in the year 2000.

Special guests at this year's celebration included James Mongan, MD, president of the MGH, Brit Nicholson, MD, MGH chief medical officer, and Jeff Davis, senior vice president for Human Resources. Members of the health center's Community Advisory Board also were present. Below, Peggy Carolan, administrative director for MGH Charlestown, *(left)*, poses with employees who were recognized.

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MGH HOTLINE

WHAT'S HAPPENING

Management seminar

"Management Strategies for MGH Entry Level Research Coordinators in Drug Studies" will be offered Nov. 8, 8:30 am to 12:30 pm in the Wellman 101 Conference Room. Speakers will include Paula Sexton of MGH Neurology, Deidre Norris, RN, of the MGH Epilepsy Service, and Sandra Kogan of Decisions Systems Group at BWH. Registration is required. This course is approved for 4.2 CEUs for registered nurses. To register on-line, visit *http://crnet.mgh.harvard.edu* or call Alison Simmons at 726-1669.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Pain Anniversaries: Death's Legacy," facilitated by Michael McElhinny, MDiv, of the MGH Chaplaincy, Nov. 7, noon to 1 pm. "Bone Marrow/Stem Cell Transplant: A Discussion," facilitated by Cathleen Poliquin, NP, MSN, of the MGH Bone Marrow Transplant Unit, will be offered Nov. 9, 1 to 2 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

Benefits open enrollment

Open enrollment is currently being held at the MGH, with changes effective Jan. 1, 2001. Employees can stop by information sessions, called Benefairs and QuickStops, to ask questions about various benefit programs. There will be QuickStops Nov. 3, 6:30 to 8:30 am in the Bulfinch 126 Conference Room; Nov. 16, noon to 2 pm at the Charlestown HealthCare Center and 9 to 11 am at Boston Evening Medical Center; and Nov. 17, 9 am to noon at the MGH Chelsea HealthCare Center. Complete schedules were mailed to employees with personal benefit summaries. For more information, call the Benefits Office at 726-8133.

Ethics forum

The MGH Ethics Task Force will sponsor "Controlling One's Own Death: Should There be Limits?" Nov. 8, 4:30 pm in the Walcott Conference Rooms. The forum will feature a presentation of the Bill Moyers PBS video "A Death of One's Own" with a case presentation and panel discussion to follow. Refreshments will be served. For information, call 726-6125.

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IN GENERAL

Albert G. Mulley, MD, MPP, chief of General Medicine at the MGH, recently was awarded a Massachusetts Health Data Consortium "Investing in Information" award for his work on improving patient-physician decision making and patient outcomes.

Donald Deraska, MD, of the North End Community Health Center; **James J. Dineen, MD,** of MGH Medicine; and **John Goodson, MD,** of MGH Medicine, recently were named among *Town and Country Magazine's* top primary care physicians.

James Luisi, executive director of the North End Community Health Center, was elected board chair of the Massachusetts League of Community Health Centers. In his new role, Luisi will work closely with the statewide membership association to provide leadership for health centers and to help advance their mission to expand primary health care access to vulnerable populations across the commonwealth.

Women in Management series

***Boston Globe* columnist** Ellen Goodman *(below)* was the featured guest at the most recent Women in Management program held Oct. 27. The program, entitled "Pathway to Leadership: Career Development," was the second in a series designed to help support the development of women managers at the MGH. Moderated by Kathy Tabor-McEwan, RTR, of MGH Radiology, the program focused on the career paths of three MGH women managers: Lillian Ananian, RN, MS, nurse manager for the CCU; Bonnie Michelman, director of Police and Security and Outside Services; and Carmen Vega-Barachowitz, MS, CCC-SLP, director of Speech Language Pathology. More than 100 women managers attended.

Ellen Goodman

November 10, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Left, Rev. Ann Ruth Hughes-Barnes delivers a blessing for a special remembrance ceremony. Right, family members listen intently to the program.

Memorial service for pediatric patients

Families, friends and caregivers of MGH pediatric patients gathered for the ninth annual Pediatric Memorial Service Nov. 4. The special ceremony was sponsored by MassGeneral Hospital for Children's Pediatric, Neonatal and Obstetric Bereavement Program.

The event is meant to provide comfort and support to those who have experienced the loss of a child. The service included poetry readings by family members, presentations by MGH staff and musical performances by the St. Eleonore Choir and the Wakefield Repertory Theatre.

MGH surgeon visits hospitals, clinic in Ukraine

Paul Shellito, MD, of MGH Surgery, considers his recent trip to Ternopil, Ukraine, an eye-opening experience. Since the country achieved independence from the Soviet Union in 1991, Ukraine has experienced an economic depression, which has affected all areas of life, particularly the way health care is provided. While on a weeklong visit sponsored by the Rotary Club International, Shellito witnessed a struggling health care system and saw first hand the poor conditions in which the Ukrainians live.

Shellito has been a member of the Rotary Club in Boston for 10 years and was selected by the club to visit the Ternopil Regional Center of Minimally Invasive Surgery (TRCMIS) to assess the needs of the clinic. Shellito, along with another Boston Rotarian, toured the city of Ternopil (population 230,000), visited two state hospitals, the clinic and two schools, met the city's mayor and stayed with a Ukrainian family. "I found the hospitals to be quite grim and poorly supplied," says Shellito. "The people I met there are trying very hard to work with very little. The trip was a moving experience."

Health care in Ukraine is supposed to be completely government supported and provided at no cost to residents, but because of the poor economy, hospitals and clinics are run on shoestring budgets. Physicians are seldom paid, equipment is outdated, and medicines and supplies are limited. According to Shellito, patients often must buy their own supplies and medicines and pay the doctors unofficially before receiving care. Because of the high cost, most people with serious illnesses do not get the care they need.

As a longtime member of the MGH surgical staff, Shellito's expertise was welcomed by the TRCMIS staff, who hope that their minimally invasive approach to surgery will help the clinic

(Continued on Page 2)

Shellito, right, inspects an antiquated anesthesia machine in the clinic.

ADVANCES

Tiny RNA may regulate development in animals

A group of MGH researchers has discovered a tiny RNA gene that may control developmental timing in creatures as diverse as fish, sea urchins, mollusks, marine worms, flies, nematodes and humans. The team, led by Gary Ruvkun, PhD, of the MGH Molecular Biology Department, showed that a tiny regulatory RNA that controls the transition from larva to adult in the *C. elegans* nematode worm is present in the genomes of a wide variety of animals.

While most genes carry instructions for production of proteins, an RNA gene codes for production of the single-strand molecule RNA. Most commonly thought of as an intermediary in the process leading from double-stranded DNA to proteins, RNA is believed to have been the dominant informational molecule during the earliest stages of life, an era that has been called the "RNA World." Some of these ancient RNA genes are preserved in modern species, in which they may control very basic functions.

Earlier this year members of the Ruvkun lab published their discovery of the RNA gene called *let-7* and its role in *C. elegans* development. The current study shows that *let-7* also is found in animals ranging from fruitflies to mammals, including humans, but not in very primitive animals like sponges and coral nor in plants. Although mammals do not have larval stages, it is possible that *let-7* may regulate such developmental transitions as the "molting" of baby teeth or changes associated with puberty. Defects in developmental timing could figure in a variety of human birth defects.

The study, which appeared in the Nov. 2 issue of *Nature*, was conducted by Amy Pasquinelli, PhD, and Brenda Reinhart, PhD, postdoctoral fellows in the Ruvkun lab, in collaboration with a group of biologists from around the world.

United Way campaign kicks into high gear

Each year, the MGH encourages its employees to give to the United Way. This year's campaign, co-chaired by John Herman, MD, of MGH Psychiatry, and Nancy Marttila of the MGH President's Office, kicked off Oct. 26 and will run through Nov. 17. Pledge cards — available at drop-off box locations or through department United Way representatives — can be used to make a donation and automatically enter the employee raffle. Raffle prizes include luxury box Red Sox tickets, a Palm Pilot, three days of earned time and a month of free parking. For more information about the campaign, the raffle or the United Way, visit the MGH/United Way web site at *http://www.mgh.harvard.edu/DEPTS/pubaffairs/UnitedWay/UWhome.htm.*

From left, Greg Doyle of Buildings and Grounds, and John Herman, MD, of MGH Psychiatry, hard at work for the MGH/United Way campaign.

— MGH surgeon visits Ukraine

(Continued from Page 1)

provide better care at a reduced cost to patients. The clinic is a nonprofit organization and the first private medical clinic in the region. With seven physicians on staff, the clinic performs approximately 300 operations a year, along with hundreds of other procedures such as endoscopies and colonoscopies.

Although the clinic aspires to be successful, it is struggling at best. It is in need of donations of any kind, especially anesthesia machines and monitors, ultrasound equipment and computers. While privatizing health care with clinics such as the TRCMIS might be part of a long-term solution to the ailing system, donations from organizations like the Rotary Club and interest from physicians like Shellito are what help the clinics survive.

"This was the first time I've made such a trip since I've been at the MGH," says Shellito. "It was an eye-opening experience, and I hope that I can continue to try to make a difference there."

MGH HOTLINE

Tanzi (right) signs a book for a guest.

MGH researcher sheds light on Alzheimer's disease in new book

Rudolph Tanzi, PhD, director of the MGH Genetics and Aging Unit, has made his mark in the world of Alzheimer's — not only as a renowned researcher but now as an author of a new book called *Decoding Darkness: The Search for the Genetic Causes of Alzheimer's Disease*. Tanzi, along with co-author Ann Parson, were the guests of honor at a recent book-signing event held at the MGH.

Tanzi and Parson chronicle the progress of various medical research projects seeking to find the genetic cause of Alzheimer's dementia, and discuss the ongoing quest for its prevention and cure. *Decoding Darkness* is available in the MGH General Store.

Nesson award given to MGH and BWH smoking cessation program

The physician organizations of the MGH and BWH recently received of the annual Nesson Awards for their collaborative smoking cessation programs. Established earlier this year, the Nesson Awards are presented in honor of H. Richard Nesson, MD, the founding father of Partners Community HealthCare, Inc. (PCHI), who conceived the idea of PCHI as a means to integrate and manage patient care.

The awards recognize programs that exemplify PCHI's best practices and its mission to enhance both the physician-patient relationship and the physician experience through innovation in medical practice and collaboration among physicians and medical centers in pursuit of excellence.

Awards were presented in three categories — collaboration, innovation and excellence — with an accompanying $5,000 grant to encourage further development of the award-winning programs. Additional grant funding was provided by Pfizer, Inc. The winning programs were chosen by members of PCHI's Care Improvement Council from nearly two dozen entries. Winners were announced at HI's annual meeting Sept. 19 at the Museum of Fine Arts, Boston.

The MGH and BWH collaboration in smoking cessation began at PCHI's Quality Improvement Forum in January 2000, when BWH physicians heard a presentation by Nancy Rigotti, MD, director of the MGH Tobacco Research and Treatment Program. BWH physicians contacted the MGH, and learned of potential program funding from the state Department of Public Health for targeted community smoking intervention programs (four-year contracts financed by funds received from the tobacco settlement). Both institutions received state funding.

Smoking cessation leaders at the MGH and BWH now are collaborating on several levels, including jointly developing tools for physicians and patients that will be available to PCHI physicians through the Partners medical record. As a result of the collaboration, Rigotti invited BWH to participate as an additional study site for her NIH grant.

The MGH/BWH team received the award for collaboration. Innovation awards went to Burlington Medical Associates for its psychiatric social worker program and Compass Medical Associates for its diabetes education program. Excellence awards went to Pentucket Medical Associates for its cardiovascular quality improvement programs and Emerson Hospital for its chronic lung disease program.

From left, George Thibault, MD, Partners; Nancy Rigotti, MD, MGH; Thelma Tisdale, RN, MGH; Louise Schneider, MD, BWH; Lynda Crittenden, MD, BWH; Lauren Rossi, MD, BWH; and Ellen Zane, PCHI.

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MGH HOTLINE

WHAT'S HAPPENING

New direct deposit advice

Weekly paid MGH and Partners employees who have direct deposit received a new direct deposit receipt, called an "advice," Nov. 9. These new, restyled deposit advices are self-sealing, which means the brown envelopes will no longer be used.

Weekly paid employees who do not have direct deposit will receive their usual check in the brown envelope for the next several pay days. New self-sealing checks are scheduled to be introduced for these weekly paid employees in late November or early December.

For more information, MGHers should contact their timekeeper or call their Payroll or Human Resources representative.

Clinical Research Program luncheon seminar

The Clinical Research Program (CRP) will present the new clinical research reference guide "Clinical Research @ MGH: A Handbook for the Clinical Research Community" at the CRP luncheon seminar Nov. 15, noon to 1 pm in the Wellman Conference Room. This 400-page handbook has been designed to offer practical help and advice on topics such as federal and institutional policies, how to start a study, NIH and industry requirements for conducting a study, adverse event reporting and study audits. Also included in the book are creative recruitment strategies and MGH phone numbers and resources. The handbook will be sold at the session. The fee is $50 and may be paid by cash, check or PeopleSoft number. To make reservations for the luncheon, call the CRP reservation line at 726-1669.

Nursing open house

The Nursing Department will host open house sessions to recruit staff nurse and surgical technologist positions Nov. 16 and Dec. 14 in the North and East Garden dining rooms and Dec. 7 in the WACC Lobby. All sessions are from 4 to 8 pm. For more information, send e-mail to *jdupontleigh@partners.org.*

Blood donations needed during Thanksgiving week

The MGH Blood Donor Center will be giving thanks to employees who donate blood Nov. 20 to 24, with special T-shirts. On Nov. 24, all donors will be treated to a dessert buffet as well. Blood donations during holidays are traditionally low, so MGHers are encouraged to donate during the Thanksgiving holiday week to maintain an adequate blood supply. To schedule an appointment, call 726-8171.

Backup Child Care Center vacation week

The MGH Backup Child Care Center will be holding a vacation week program for school-aged children Dec. 26 to 30. The program is offered to employees' children ranging in age from those who have completed kindergarten up to 12 years old. Vacation program hours are 7:30 am to 6 pm. Reservations will begin to be taken Nov. 15 and will be accepted by phone only. Program cost is $200 and is due by Nov. 30. To register, call 724-8414.

Safety tips for seniors

The MGH Senior Supper Club will host a presentation focusing on safety tips for seniors Nov. 15, 5 to 5:30 pm, East Garden Dining Room, adjacent to the Eat Street Café. John Driscoll from MGH Police and Security will offer basic safety and prevention guidelines. For more information, call 726-4600 ext. 7802.

The Vincent Club Fall Medical Symposium

Nearly 150 supporters and friends attended the Vincent Club Fall Medical Symposium, Oct. 30 in the O'Keeffe Auditorium. This year's speakers included Linda Duska, MD, of the Vincent Gynecologic Oncology Division; Fredda Zuckerman, LICSW, clinical social worker for Vincent Obstetrics; and Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service. This annual event is co-sponsored by the Vincent Hospital Board of Managers and the Vincent Club.

From left: Duska, Zuckerman, Schiff, Patricia C. Stone, president of the Vincent Board of Trustees, Linda Silkstather, president of the Vincent Club, and Jane Batchelder, president of the Vincent Board of Managers.

MASSACHUSETTS GENERAL HOSPITAL

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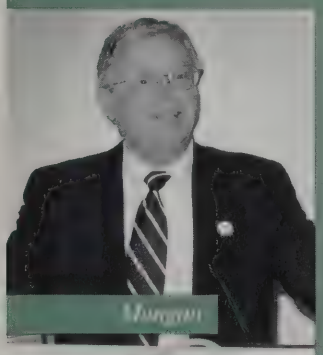
November 17 and 24, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting offers update on hospitalwide activities

Plans for managing the unusually high admissions expected this winter was one of the major subjects discussed at a leadership meeting last week. With the increasingly high volume the hospital has recorded over the last year, the MGH has experienced overcrowding in patient areas and additional strains on staff.



Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, gave a presentation about the short-term plans to deal with space issues and free up capacity. Plans include reopening Bigelow 12, which was closed several years ago, and making it an ambulatory infusion unit; reopening Bigelow 9 as a step-down unit; converting administrative offices on several units into patient rooms; and adding more beds on Blake 11 and on one of the pediatric units. Long-term plans include continuing to reduce length of hospital stay for patients and possibly utilizing capacity at community hospitals within the Partners system to accommodate MGH patients.

James J. Mongan, MD, president of the MGH, added, "MGH staff and employees should be commended for their

(Continued on Page 2)

Police and Security celebrate new communications center

Keeping a hospital as large as the MGH safe is no small task. With a new cutting-edge communications center, however, the MGH Police and Security Department now has an even more efficient technological system at their disposal to help keep the MGH community safe.

Named the Chevrette Police and Security Communications Center after 30-year Police and Security employee Richard (Dick) Chevrette, the new facility was dedicated Nov. 2 and was operational Nov. 3.

"A new dispatch and communications center has been needed for years, and everyone in Police and Security has waited patiently," says Bonnie Michelman, director of Police and Security. "This will allow us better tracking, monitoring and response to protect the MGH community in improved and modern ways."

Located in the Gray Basement, the Chevrette Communications Center is staffed 24 hours a day, 365 days a year to respond to any kind of hospital emergency. The center is equipped with state-of-the-art technology such as television monitors, digital recorders, cameras, alarms and security systems. An advanced radio system allows extended communications for Police and Security staff throughout the institution as well as directly to Boston and state police. Police and Security officers can be dispatched immediately and monitored for any type of assistance or emergency back-up provided to any employee, patient or visitor. The radio system also allows Police and Security staff to communicate with both state and federal authorities.

The emergency elevator intercom system also is part of the new technology complex. The intercoms, which are located in every elevator, allow Police and Security staff to monitor and converse with anyone in an emergency situation inside the elevators.

Digital closed circuit cameras provide high-quality images and digital recorders, which replace VCRs, allow continuous recording with the fastest search capabilities available. With this equipment, digital images can be downloaded and sent electronically to law enforcement authorities, when necessary.

According to Chevrette, the existing communications center receives almost 210,000 service calls annually, monitors 100 cameras, maintains 800 alarms and receives thousands of radio transmissions per day. "We know this communications center with its new technology will allow the Police and Security staff the capability to better protect employees, patients, visitors and all hospital assets," says Chevrette.

Richard Chevrette in the new communications center.

—Leadership meeting update

(Continued from Page 1)
continuous hard work and dedication under the extra burden that the unexpected volume has placed on the hospital." He said

Ives Erickson

that as part of the hospital's growth plan, patient care staff will be added to help alleviate some of the added work load resulting from the increased volume.

At the leadership meeting, MGH managers and department heads also heard an update about several other hospitalwide activities.

Maryanne Spicer, chair of the hospitalwide JCAHO steering committee, recapped the results of the JCAHO survey held in September, stating that it was the most successful visit the hospital has had to date. The hospital's final score of 92 is higher than any other score the MGH has received, with only one Type I deficiency, which is fewer than in previous years.

> **"MGH STAFF AND EMPLOYEES SHOULD BE COMMENDED FOR THEIR CONTINUOUS HARD WORK AND DEDICATION UNDER THE EXTRA BURDEN THAT THE UNEXPECTED VOLUME HAS PLACED ON THE HOSPITAL."**
> — JAMES J. MONGAN, MD

Britain Nicholson, MD, chief medical officer, announced the hospital's new Quality and Safety program, which incorporates several initiatives already established at the hospital and adds a new structure to the way the quality and safety of patient care is maintained. The new program will emphasize patient safety as a hospitalwide priority, strengthen the current structure of quality review, reinforce the non-retaliation incident reporting policy that is in place and facilitate a better tracking mechanism for incident report follow-up. An Office of Quality and Safety also has been established that will be led by Cy Hopkins, MD, and Liz Mort, MD, to serve as a central resource for all quality and safety initiatives and issues.

Peter L. Slavin, MD, chairman and CEO of the Massachusetts General Physicians Organization (MGPO), gave a presentation

Nicholson

about the role of the new Clinical Performance Management (CPM) program, which is a joint MGH and MGPO initiative designed to improve patient care and increase the efficiency of delivering that care. Slavin wrapped up the leadership meeting by discussing the successful resolution to the Partners negotiations with Tufts Health Plan. The two entities reached an agreement on a new three-year contract that will allow Tufts members to continue to receive care from all Partners hospitals and physicians. ●

Continuum of Care: Wellness for women at every age

The MGH Vincent Obstetrics and Gynecology Service and the MGH Women's Health Committee hosted a free women's health symposium Nov. 1. Panel speakers included Annekathryn Goodman, MD, associate director of MGH Gynecologic Oncology, who spoke about abnormal pap smears; Daniel B. Kopans, MD, director of MGH Breast Imaging, who spoke about breast cancer detection and diagnosis; and May Wakamatsu, MD, director of the Pelvic Floor Laboratory, who spoke about preventing and treating urinary tract infections and incontinence. The panel discussion was moderated by Isaac Schiff, MD, chief of the Vincent Obstetrics and Gynecology Service. Judy Friend, chair of the Women's Health Committee, gave the introductory remarks. More than 70 women attended the symposium, which is offered twice a year for primary care patients.

May Wakamatsu, MD, speaks at the women's health symposium.

Institute to relocate to Charlestown Navy Yard

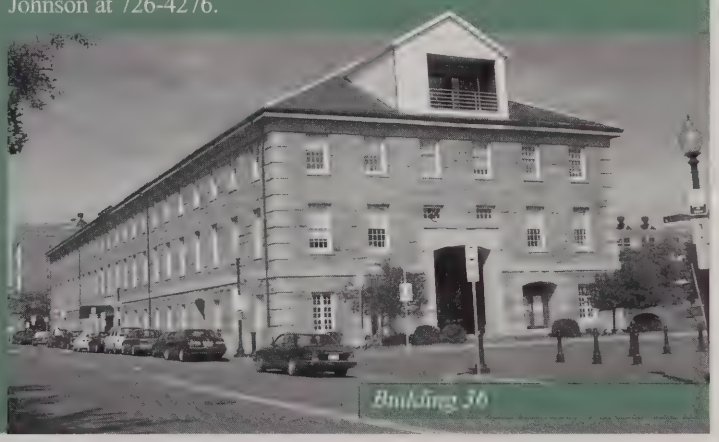
The MGH Institute of Health Professions has found a new permanent home in Charlestown Navy Yard — a sprawling 19th century granite building, located near several MGH and Partners research and office buildings. Known as Building 36, the structure will undergo some renovations to accommodate the needs of the Institute before the move in 2002.

Currently, the Institute faculty, administrative offices and classrooms are located at 101 Merrimac St., along with other MGH departments as well as non-MGH entities. With the new facility, the Institute will initially occupy the first three floors of the four-story building and will rent space on the first floor to a day care center.

"We are very excited about moving to this new, larger building," says Ann W. Caldwell, president of the Institute. "This move will allow us enough space for our current programs as well as for our future growth."

A project team that includes Caldwell, staff, faculty, students and an architectural firm, selected Spaulding & Slye as the project manager to help the team develop extensive plans for the architectural design, renovations and the ultimate transition into the new building.

For more information about the new building, call Lillian Johnson at 726-4276.



Building 36

Give peace a chance

The MGH Chaplaincy and the Patient Care Services Diversity Steering Committee hosted an interfaith vigil for peace Nov. 8 to pray for world harmony and peace, particularly in the Middle East.

Members of the multifaith Chaplaincy staff offered messages of peace and prayers of hope from their respective faiths, and musical interludes were played.

"Unfortunately, religion can be used as a way to divide in some regions of the world, but core teachings encourage us to find peace and harmony for everyone," said Rev. Mary Martha Thiel, director of MGH Chaplaincy. "We come here today to pray for peace for our community and for the many parts of the world who are in need of peace."

Chaplaincy staff who spoke included Rev. Philip McGaugh, Catholic priest staff chaplain; Imam Talal Eid, Muslim staff chaplain; Curtis Buddenhagen, Buddhist staff chaplain; Rabbi Abraham Halbfinger, Jewish staff chaplain; Michael McElhinny, chaplain for Oncology; and Rev. Felix Ojimba, Catholic priest staff chaplain.

"This is a time for us to reflect on our values and offer messages of peace and harmony," said Deborah Washington, RN, director of Diversity for Patient Care Services. "Let us take this time to be of one heart and one mind." ●

MGH Chaplaincy staff at the interfaith vigil for peace

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

United Way winds up
Nov. 17 is the last day for MGHers to turn in MGH/United Way pledge card to be eligible for dozens of raffle prizes, such as Red Sox tickets, three days of earned time and a Palm Pilot. Pledge cards are available at information desks and Payroll Offices on the main campus and at the health centers. For more information about the MGH United Way campaign, visit *http://www.mgh.harvard.edu/DEPTS/pubaffairs/UnitedWay/UWhome.htm.*

World AIDS Day
The African AIDS Initiative International and Trinity Church will present World AIDS Day 2000 Dec.1, 6 to 9 pm at Trinity Church, Copley Square, Boston, for an evening of awareness for AIDS in Africa. Laura Riley, MD, MGH director of OB/GYN Infectious Diseases, will be one of the guest speakers. For more information, call 496-5998.

Grant writing seminars
The Clinical Research Program is sponsoring grant writing seminars Nov. 28 and 29, 4 to 5 pm in the O'Keeffe Auditorium. This two-part seminar series focuses on National Institutes of Health grant preparation guidelines for clinical investigators, emphasizing strategies in the review process that will help secure funding opportunities. Registration is recommended. For more information or to register, visit *crnet.mgh.harvard.edu* or call Alison Simmons at 726-1669.

Longwood Symphony Orchestra performance
The Longwood Symphony Orchestra, the orchestra of Boston's medical community, will present a concert featuring 16-year-old piano prodigy Alicia Gabriela Martinez Dec. 2, 8 pm, at New England Conservatory's Jordan Hall. Tickets are $20. For more information, call 332-7011.

Pharmacy relocating
The Pharmacy has relocated to the Gray/Blake Basement. The phone numbers will remain the same. The Pharmacy pick-up window is adjacent to the Blake elevator, Level B.

HOPES seminars
The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Feeling Stressed? Some Simple Steps to Relax," facilitated by Vicki Cotton, MSW, LICSW, Nov. 27, noon to 1 pm. "Parenting in Challenging Times," facilitated by Paula Rauch, MD, will be offered Nov. 28, 11 am to noon. "Kick the Habit for Better Health: Resources to Help Quit Smoking," facilitated by Eileen Joyce, MSW, LICSW, Nov. 29, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call 724-1822 or 72-HOPES.

MGH Hotline will not be published Nov. 24.
Publication will resume Dec. 1.

IN GENERAL

Kenneth Tanabe, MD, recently was selected as the new chief of the Division of Surgical Oncology after a national search. He also will serve as deputy clinical director of the MGH Cancer Center and will provide surgical representation to the Dana-Farber/Partners Cancer Care joint venture. Tanabe was selected after serving as acting chief for one year following the departure of Wiley W. Souba, MD, in August 1999.

John Lester, director of Information Systems for MGH Neurology, recently was honored at a dinner by the international patient advocacy group "People Living With Parkinson's" (PLWP) for his work with online patient communities that support people with Parkinson's disease. Lester is the first recipient of the new PLWP annual "John Lester Domino Award." This award, named in Lester's honor, will be given each year to an individual who has helped provide exceptional support to Parkinson's disease patients.

Martha Gray, PhD, of MGH Biology, recently was elected to the Board of Directors for the National Space Biomedical Research Institute. Gray also is co-director of the Harvard-MIT Division of Health Science and Technology.

James S. Allan, MD, MGH thoracic surgeon, has been awarded a two-year research grant from the Thoracic Surgery Foundation for Education and Research. Allan's research project, conducted at the MGH's Transplantation Biology Research Center, will focus on the therapeutic modulation of nitric oxide pathways in the treatment of obliterative bronchiolitis, a manifestation of chronic rejection and the leading cause of late-mortality in lung transplant recipients.

James Versalovic, MD, PhD, of MGH Dermatology, was one of two researchers to receive the 1999 Interscience Conference on Antimicrobial Agents and Chemotherapy (ICAAC) Young Investigator Award. The award is sponsored by Merck Human Health Division and recognizes outstanding accomplishment and potential in microbiology and infectious diseases research. Versolavic was given this award based on his research into the causes and treatment of gastritis and peptic ulcer disease.

MASSACHUSETTS GENERAL HOSPITAL

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MGH Public Affairs Office
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December 1, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Holiday shopping begins with MGH fundraiser

Holiday shopping started early at the eighth annual FAO Schwarz Holiday Shopping Benefit Nov. 16 to help raise money for the Friends of the MGH Cancer Center. More than 700 guests shopped until they dropped at the toy store's Back Bay location to raise almost $300,000. The funds will help the organization provide comfort, support and education to MGH cancer patients and their families.

Mimes, jugglers and magicians entertained guests as they bid on items — ranging from vacation getaways to Red Sox tickets — in a silent auction. The event also featured book signings by celebrated authors such as Brian McGrory, author of *The Incumbent;* Wendy Rouillard, author of *Barnaby — Seasons in the Park;* and Paige Retus and Sally Sampson, co-authors of *The Dessert Table* with Todd English.

MGH supporters Beth and Jim Morgan (also shown above) have fun shopping at FAO Schwarz.

James J. Mongan, MD, president of the MGH, cordially invites MGH employees to attend

The MGH HOLIDAY PARTIES

REFRESHMENTS
ENTERTAINMENT

1 Charlestown Navy Yard

December 4
1 to 3 pm
Charlestown Navy Yard
Building 149 Atrium

2 Main Campus - Evening

December 7
10 pm to Midnight
Main Lobby

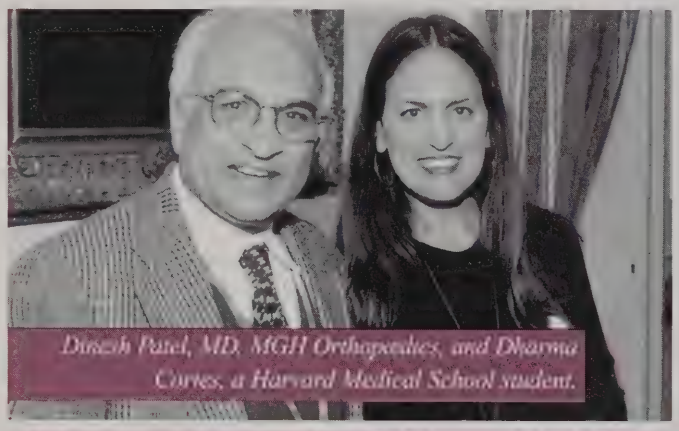
Employee Holiday Sale at the MGH General Store

3 Main Campus

December 19
1 to 3 pm
WACC Lobby

MGH to serve as regional headquarters for national mentoring program for Hispanic medical students

More than 70 medical students, faculty and staff attended an inaugural event for the Hispanic Medical Students Mentorship Program, Nov. 15 in the Trustee's Room. The Multicultural Affairs Office (MAO) at the MGH will serve as the regional coordinator for the program, which is only the second of its kind in the nation. The MAO also will partner with the National Hispanic Medical Association (NHMA) and local medical institutions to provide structured professional and social support during Hispanic students' medical training. Students at Harvard, Boston University, Tufts and the University of Massachusetts medical schools will be paired with physician and researcher mentors from local institutions.



Dinesh Patel, MD, MGH Orthopaedics, and Dharma Cortes, a Harvard Medical School student.

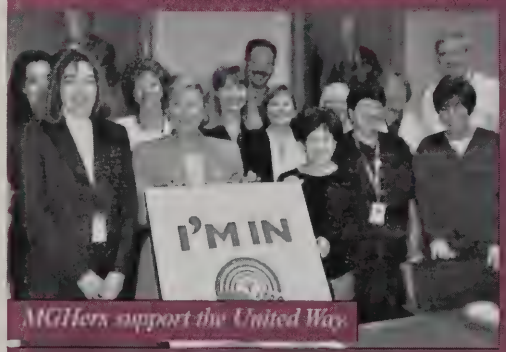
The inaugural event featured guest speaker Joan Reede, MD, MPH, MS, associate dean of Faculty Diversity and Development at Harvard Medical School, who spoke about the importance of mentoring in a successful career in medicine. Elena Rios, MD, MPH, president of the NHMA, spoke about national opportunities for Hispanic physicians. Also speaking at the program were Ernesto Gonzalez, MD, associate director of the MAO; Peter Slavin, MD, chairman and CEO of the Massachusetts General Physicians Organization; Winfred Williams, MD, director of the MAO; and Elena Olson, program manager of the MAO.

For more information about the program, call Olson at 724-3831 or send e-mail to *ebolson@partners.org.*

United Way campaign extended

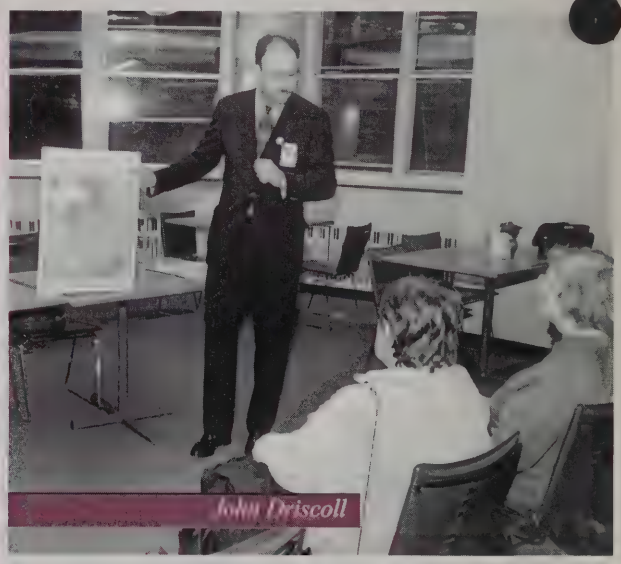
The MGH United Way campaign will be extended so that MGHers can make donations through Dec. 29. Many MGHers have already donated to the campaign, which raised $160,000 during October and November. Many employees also contributed their time as department representatives and campaign committee members, organizing teams and volunteering in the hospital's effort to raise funds to help people who benefit from United Way services.

"It is heartening to see how many MGH employees have contributed in so many ways to the MGH United Way campaign," says James J. Mongan, MD, president of the MGH. "As a member of the greater Boston community, it is important that the hospital participate in the United Way's effort to improve the quality of life for children and families in our community. Many thanks to all MGH employees and staff who played a role in this effort."



MGHers support the United Way.

Completed pledge cards can be sent to Catherine Laughlin, Budget Office, Bulfinch 380. To get a blank pledge card, call Nancy Martula at 724-3055. For more details, see the MGH/United Way web site at *http://www.mgh.harvard.edu/DEPTS/pubaffairs/UnitedWay/UWhome.htm.*



John Driscoll

Safety tips for seniors

John Driscoll from MGH Police and Security spoke with local senior citizens Nov. 15 about basic safety and prevention guidelines as part of the MGH Senior Supper Club, a program sponsored by MGH Senior Health and MGH Nutrition and Food Services. The Senior Supper Club offers discounted meals at the Eat Street Café to adults over the age of 60. The program also offers educational and social opportunities and access to MGH resources such as Images beauty salon and the MGH Chapel. For more information about the MGH Senior Supper Club, call 726-4600, ext. 7802.

A gift of $20 million creates joint imaging center

A $20 million gift given by a Greek shipping family has established a new biomedical imaging center as a collaborative effort between the MGH and the Harvard-MIT Division of Health Sciences and Technology (HST). Bruce Rosen, MD, PhD, will direct the center, called the Massachusetts General Hospital/Massachusetts Institute of Technology Athinoula A. Martinos Center for Functional and Structural Biomedical Imaging to honor the memory of the family's daughter.

The center will help build the next generation of imaging tools with the hopes of applying them to biologically, neurologically and clinically relevant problems and will provide a hub for inter- disciplinary collaborations across MGH, Harvard, MIT and other institutions worldwide.

The NMR Center at the MGH, located at CNY Building 149, will be the home of the Martinos Center until the facility moves to its permanent location as part of a new neuroscience complex at MIT, slated to open in 2004. At a recent celebration for the establishment of the center, Samuel O. Thier, MD, president and CEO of Partners, thanked the Martinos family for the gift. "It is a great opportunity for all of us to advance a common purpose through collaboration to create what is certain to be a world-class imaging center," he said.

Athinoula Martinos was just 24 years old and a student at MIT when she died tragically in 1997. Her parents, Thanassis and Marina Martinos, devastated by the loss, wanted to do something in Athinoula's name to honor her memory. For ideas, they turned to a longtime friend, Daniel Shannon, MD, an MGH pediatrician who had successfully treated one of Martinos' godchildren.

Shannon, a founding member of HST, worked with the family first to establish a scholarship that would support the research, study and training of HST students. In March 1999, the Martinos met with key faculty members for a two-day tour of imaging facilities within Partners and learned of the new ways to monitor experimental therapies using a range of brain function measurements and other advances of NMR from Rosen, an HST graduate, and his team. They also met with members of the Surgical Planning Laboratory at BWH. These visits helped cement the Martinos commitment to HST.

"In science, there are breakthroughs and there are gleamings," said Rosen. "My hope is that the new center will provide researchers with the potential and opportunity to take a gleaming and make it a breakthrough. That's what this center is all about."

Thanassis Martinos agreed. "By assisting with the new imaging center, we hope that young people will get a chance to make a difference in science. We cannot think of a better way for our daughter to be commemorated."

Scientific symposium honors MGH physician

A scientific symposium was held Nov.17 to honor John T. Potts, Jr, MD, director of Research at the MGH and Jackson Distinguished Professor of Clinical Medicine, for his leadership in endocrinology, medicine and biomedical science.

In the morning session, several of Potts' former trainees, who now are international leaders in the study of bone and mineral diseases, presented overviews of their recent work. In the afternoon, other scientific leaders from around the world, whose careers were influenced by Potts' mentorship, presented discussions about endocrinology, gene therapy and neuroscience.

Dennis Ausiello, MD, MGH physician-in-chief, presented a portrait of Potts, which will reside in the Department of Medicine along with other portraits of MGH chiefs of Medicine.

From left, artist Warren Prosperi, Potts, Ausiello and Lucia Prosperi pose with the new portrait.

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MGH HOTLINE

WHAT'S HAPPENING

Partners in Excellence awards

MGHers are invited to join James J. Mongan, MD, president of the MGH; Samuel O. Thier, MD, president and CEO of Partners; and Jeff Davis, MGH senior vice president for Human Resources, in congratulating individual and team recipients of the Partners in Excellence Awards, Dec. 8, at 4 pm in the WACC Lobby.

MGH General Store holiday sales for employees

The MGH General Store will host its annual holiday sales for MGH employees Dec. 7, 10 pm to 12:30 am; Dec. 9, 6:30 to 9 pm; Dec. 14, all day; and Dec. 15, 10 pm to midnight. All items are 20 percent off or 30 percent off with a preferred customer card during sale times.

Clinical Research Program Seminar Series

The Clinical Research Program (CRP) is sponsoring a seminar "Billing Patient Charges in Research — Getting it Right" Dec. 13, Wellman Conference Room, 11:45 am to 1 pm. Lynne Afrow, JD, of Partners Corporate Compliance, will discuss the process of requesting research tests and how to respond when a patient or a third-party payor is incorrectly charged. Reservations must be made by calling the CRP reservation line at 726-1669. Lunch will be served. This lecture qualifies for 1.2 CEUs for registered nurses.

Blood donor gifts to MGH pediatric patients

The MGH Blood Donor Center will be giving a "puppy pal" to an MGH pediatric patient for each donor who gives blood during the holiday season. Each donor will be given a gift tag to write a note to the patient, and all of the beanie baby puppies will be delivered to the pediatric units. To make an appointment, call 726-8171.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Planning Your Holiday Meal when Cancer's in the Family," Dec. 5, noon to 1 pm, facilitated by Jill Oravitz, RD. "Are You Thinking About Complementary Therapies? Exploring Reiki," will be offered Dec. 6, 1 to 2 pm, facilitated by Maureen Stimpson, certified yoga instructor. A drop-in yoga class will be offered Dec. 7, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

Domestic violence remembrance service

A special service of remembrance and healing for those affected by domestic violence will be held Dec. 8, 12:15 pm, in the MGH Chapel on Ellison 1. The service is sponsored by the MGH Domestic Violence Working Group, the Chaplaincy, Social Services, HAVEN, the Employee Assistance Program, Nutrition and Food Services and Police and Security. A light lunch will be offered after the service. For more information, call HAVEN at 724-0054.

Roman Catholic Holy Day of Obligation

An additional Mass has been scheduled in the MGH Chapel, located on Ellison 1, Dec. 8 at 11 am for the Feast of the Immaculate Conception and a Roman Catholic Holy Day of Obligation. The regularly scheduled 4 pm Mass will continue as planned.

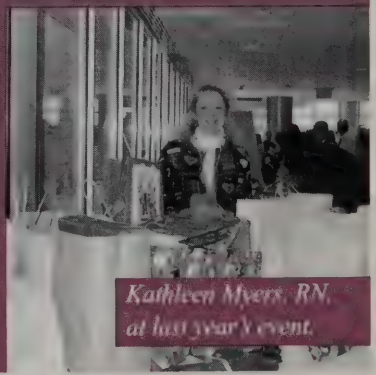
Hotline correction

In the Nov. 17 and 24 issue of the *MGH Hotline,* leadership of the new Office of Quality and Safety was erroneously listed. The office will be led jointly by Joan Fitzmaurice, RN, PhD, and Cy Hopkins, MD. Liz Mort, MD, will be an associate director of the office.

Holiday celebrations begin

The spirit of the holiday season soon will descend on the MGH with many celebrations among departments. One of the annual favorites is the Patient Care Services Diversity Steering Committee presentation of "Holidays around the World." The celebration will be held Dec. 14, 2 to 4 pm, in the Main Corridor. The event will feature holiday films, live seasonal music, information about multicultural holiday observances and the now traditional, program that provides gifts to families served by the MGH HAVEN (Hospitals Helping Abuse and Violence End Now) Program.

For more information, call Deborah Washington, RN, at 724-7469, and for more information about the HAVEN gift program, call Beverley Cunningham at 724-6210.



Kathleen Myers, RN, at last year's event.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 724-6433; or by fax to 726-7475; by e-mail to *Hotline@partners.org* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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MGH Public Affairs Office
(617) 726-2206

December 8, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENE[illegible]AL

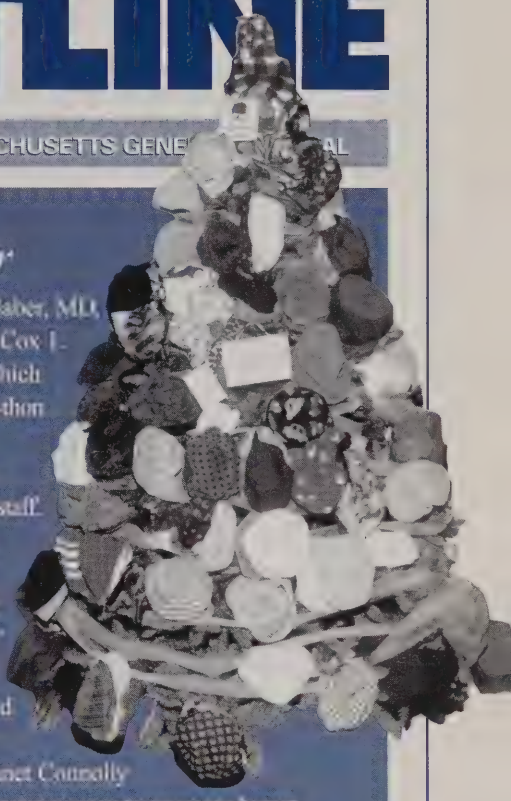
Spirit of giving celebrated at MGH Cancer Center

Friends Fighting Breast Cancer presented a check for $75,000 Nov. 29 to Daniel Haber, MD, director of the Center for Cancer Risk Analysis at the MGH, at a special ceremony on Cox 1. The money represents proceeds from fundraising efforts for the year 2000 — a portion of which was raised in conjunction with Fabric Place and its five New England stores through the quilt-a-thon and quilt raffles at the MGH.

WBZ-TV entertainment reporter and ovarian cancer survivor Joyce Kulhawik joined the festivities and offered words of encouragement to the Friends Fighting Breast Cancer and MGH staff.

The group also donated 1,800 hats, turbans and scarves, hand-made by local community members, for women undergoing chemotherapy or radiation treatment at the MGH. Fabric Place contributed $5 for every hat collected at its annual Hat and Turban event, contributing $5,000 toward Friends Fighting Breast Cancer's fundraising goal. The hats serve as "ornaments" on a 7-foot tree *(right)* donated and decorated by Fabric Place staff. Patients can choose hats, some of which include a special note of encouragement from the person who sewed and donated the hat.

Friends Fighting Breast Cancer is a volunteer, nonprofit group, co-founded in 1995 by Janet Connolly O'Neill, a breast cancer survivor and her neighbor and friend, Fran Gilardi. Its mission is to raise money to promote breast cancer awareness and early detection and enhance research efforts. Since its inception, the group has donated approximately $215,000 for breast cancer research at the Center for Cancer Risk Analysis at the MGH.



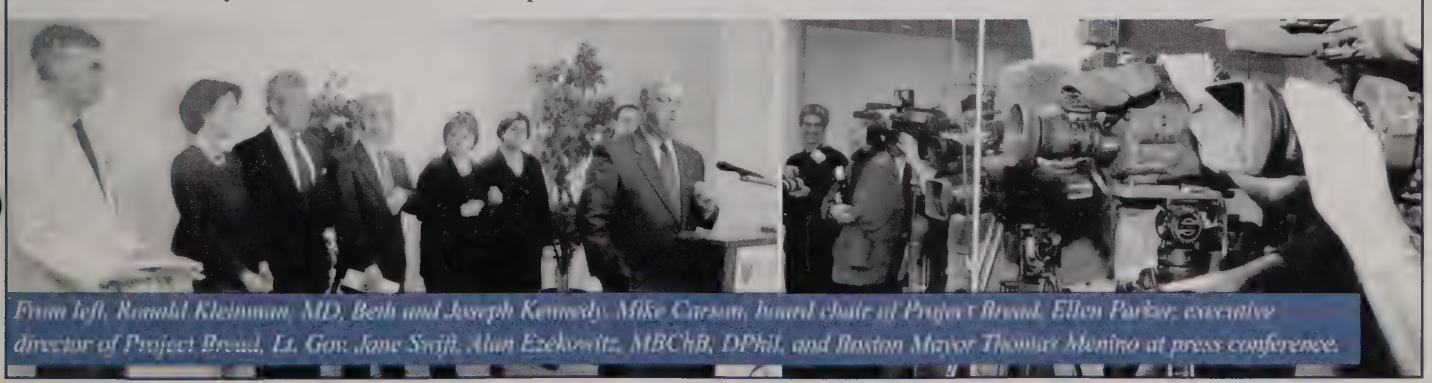
MGH study: School breakfasts correlate with academic achievement

A new study by researchers at the MGH shows a direct correlation between school breakfast and academic achievement in Boston public schools. The study results were announced at a press conference at the MGH Nov. 29. The event also provided an opportunity for a bipartisan group of state leaders and members of Project Bread, a nonprofit organization dedicated to issues of hunger, to call for a statewide effort to expand school breakfast programs and take other steps to end child hunger in Massachusetts.

The MGH study tracked students in 16 Boston schools that have recently launched aggressive campaigns to expand their school breakfast programs. Results show that increased school breakfast participation improves nutrition, school attendance, emotional functioning and math grades.

"The results are in, and school breakfast is a clear winner," said Ronald Kleinman, MD, associate chief of Pediatrics at the MassGeneral Hospital for Children. "As Boston students increased their participation in school breakfast programs, those same students showed higher math grades, improved attendance and better behavior. The link between good nutrition and academic performance could not be clearer."

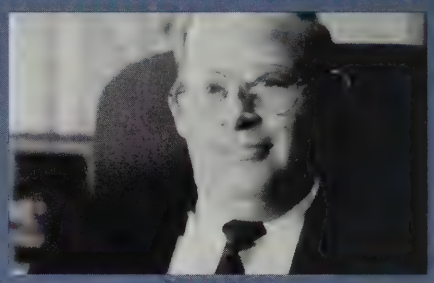
Recommendations from the study, which was led by Kleinman and Michael Murphy, EdD, of Child Psychiatry, were included in a detailed report about effective strategies for ending child hunger. The bipartisan group supporting the report included Lieutenant Governor Jane Swift, Senator Edward Kennedy, Boston Mayor Thomas Menino, Citizens Energy Corporation CEO Joseph Kennedy and Suffolk County District Attorney Ralph Martin II.



From left, Ronald Kleinman, MD, Beth and Joseph Kennedy, Mike Carson, board chair at Project Bread, Ellen Parker, executive director of Project Bread, Lt. Gov. Jane Swift, Alan Ezekowitz, MBChB, DPhil, and Boston Mayor Thomas Menino at press conference.

Jellinek appointed interim president of Newton-Wellesley

Michael Jellinek, MD, senior vice president for MGH Administration and chief of MGH Child Psychiatry, recently was appointed interim president and CEO at Newton-Wellesley Hospital after John Bihldorff retired after a decade of service. Jellinek will serve in the position until the Newton-Wellesly Board of Trustees completes its search and appoints a new president and CEO.



Cancer survivors donate listening library to MGH Radiation Oncology

MGH Cancer Center staff, former patients and friends gathered Nov. 30 to celebrate the donation of a "listening library" to the MGH Radiation Oncology Department. The library was donated by two former MGH patients — Peri Smilow, a cervical cancer survivor and Lisa Makrys, a breast cancer survivor.

They met last winter when each was undergoing treatment at the Cancer Center. Smilow makes her living as a singer/songwriter and found that listening to music during her radiation treatments helped to minimize stress and maximize healing.

Both women have expressed their appreciation of the MGH staff who interacted with them during their treatments — from the administrative staff and technicians to the nurses and physicians in Radiation Oncology.

Smilow and Makrys enlisted the help of their family and friends to create a collection of music and spoken word recordings and to gather a large number of CD and cassette players for use by Radiation Department patients and their caregivers. The Listening Library, located in the Cox basement, was made possible through the donations of many friends and family of both women.

Peri Smilow, left, and Lisa Makrys at the Listening Library.

Introducing DOC

Names like Robby, Ray and Mr. Roboto didn't make the cut for the new name of the Radiology robot that has been delivering films from the Image Service Center in the Blake sub-basement to the Dodd Interpretation Area on Blake 2. A committee comprised of employees from around the hospital deemed the robot DOC, which stands for Deliveries On Call. The name was chosen after the committee sifted through more than 150 submissions in the "Name the Robot" contest conducted last month.

"We were surprised at how many submissions we received," says Barbara Hubley, unit operations manager for Radiology. "We wanted to find a friendly name that was short and would have some meaning to the medical field and the robot's function. DOC seemed to fit."

DOC is slated to begin other routes throughout the hospital sometime next year.

PARTNERS™
HEALTHCARE SYSTEM

Partners HealthCare System will present the 2000 Partners in Excellence Awards to MGH employees in a special award ceremony Dec. 8 at 4 pm in the WACC Lobby.

More than 3,000 employees, representing both individuals and MGH and Partners team members, will receive this honor for their outstanding contributions to Partners in FY'00. The MGH recipients — 241 individuals and 57 teams — comprise a total of more than 3,000 award recipients throughout the Partners network. The recipients were selected by a committee from a record number of submitted nominations.

Congratulations to the following individuals and teams for their exemplary contributions to Partners:

MGH Individuals

Zaida Adames
Judith Adams
Pauline Alexander
Dena Alioto
Janet Allen
Elisha Atkins
Nancy Balch
Adriano Baptista
Rowan Baptiste
Mark Barish
Janet Barry
Paul Batista
Joanne Bellando
Amelia Bernardes
Roxie Billings
Joan Blue
Kathy Bobrovsky
Jason Boyd
Stephen Bradley
Sharon Bridges
Lynne Brodsky
Ruth Brown
Ruth Bryan
Jane Bryant
Nancy Bryant
Gae Burchill
Donna Burgess
William Burke
Kathleen Burns
Stephanie Capone
Carol Card
Rebecca Carney
Zayra Castellanos
Michael Cauley
John Chambers
Angela Chandler
Rosalia Chow
Giovanni Ciampa
Margaret Clapp
Richard Clune
Elizabeth Coggins
Patricia Concannon
Kathleen Connors
Mary Corbett
Michelle Cordeiro
Velma Cousins
June Cowan
Debora Crosdale
Donna Crowe
Joanne Culipher
Robert D'Orlando
Ann Daniels
Carol Danner
Theresa De Paoli
Zareh Demirjian
Harold Demonaco
Nancy Dennehy
Dominic DiGiammarino
Alan Dillon
Roberta Dimarco
Melissa Disola
Patricia Dobson
Regina Doherty
John Donovan
Irene Shu Zhen Duan
Barbara Dunderdale
Walter Dzik
Theresa Egan
Denise Epifania
Nancy Erhard
Sharon Estee
Amelia Evangelista
Douglas Fairbanks
Andrea Faltzhik
Maurizio Fava
Carol Ferrandi
Thomas Finn
Anne Fiore
Jacquelyn Flowers
Veetlyn Forde Glasgov
Faith Fortune
Aaron Fowler
Karen Gacicia
Janet Gallant
Philip Gamman
Ronald Gaudette
Angela Gee
Jean Geller
Elzbieta Gilbride
Kathleen Gill
Georgia Green
Ivy Greene
Mary Guanci
Charles Hales
Mark Hammerschimdt
Jennifer Hancock
Angela Hardie
Tony Harris
Nancy Hassan
Colleen Headle
John Hergenrother
Katherine Hesse
Barbara Hill
Deborah Hill
Robert Hillman
Diane Ho
Zane Hollingsworth
Pamela Hook
Kara Houghton
John Hughes
Laura Humphrey
Lisa Hurley
Toni Hurton
Martha Ithier
Jerome Janousek
Nan Jones
Daran Jones Young
Patrick Jordan
Ruth Katz
William Kelley
Heather Kempezinski
Julie King
Dorothy Kinlin
Joanie Kirby
Mary Knab
Jean Kracher
Irene Kuter
Jan LaBombard
Denise LaForteza
Adrian Lagares
Germaine Lambergs
Mim Landrigan
Beth LaRossa
James Leonard
John Lester
Amy Levine
Kent Lewandrowski
Princess Lomax
Sonia Lugo
Christopher Lyman
Judith Lynch
Arch MacInnes
Deborah Mahoney
Virginia Manzella
Lucia Marano
Margaret Marley
Jane Marshall
Dotty Martin
Nancy Marttila
Sandra Massalski
Charles McCabe
Laura McComb
Mark McDonough
Dorothy McDonough
Suzanne McGrail
Chris McGrath
Ellen McKinnon
Marilyn McMahon
Patricia Mian
Brenda Miller
Tanya Milosh
Brian Minich
Margarita Molina
Juana Montanez
Gary Mulrey
Annetta Murphy
Gregory Neubauer
Joan Niles
Diane Nolan
Paul Nordberg
Dierdre Norris
Eileen O'Brien
Jennifer Pacheco
Yvonne Parr
Jean Parry
Joanne Pask
Margaret Paternek
Firdosh Pathan
Paul Pecoraro
Cara Penney
Clare Pinto
James Pizziferri
Sherry Pleau
Cathleen Poliquin
Francesca Puglisi
Lori Pyburn
Gina Raffa
Fay Rafferty
Colleen Ralston
Lillian Regan
Kimberly Reimers Sola
Hollis Richardson
Laura Riley
Patricia Robinson
Ruthann Rockwell
Neil Rodrigues
Marisol Rodriguez
Debbie Routhier
Gary Russell
Ilene Sachs
Rosie Sanon
Marisol Santiago
Janet Saunders
David Scadden
Lillian Scarlata
Elizabeth Schneider
Jennifer Schoerner
Arvind Shah
Shirley Sharff
Margaret Shaw
Allison Sherwat
Wilma Short
Katherine Sims
Shirley Sims
Suzanne Sokal
Kathleen Solomon
Beth Soltzberg
Bill Somers
Martin Spera
Maryanne Spicer
Kerry Stevenson
Scott Streckenbach
Carol Taylor
Thelma Tisdale
Kirk Tucker
Mirella Tuitt
Joseph Vacanti
Wanda I. Vega
Wanda Velazquez
Theresa Visconti
Harriet Walker-Newton
Rhonda Walter-Young
Susan Warchal
Ralph Warren
Deborah Washington
Bernida Washington
Linda B. White
Virginia Williams
Susan Winslow
Delia Wolf
Susan Woods
John Woolf
Brian Deschenes
Maire Doucet
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Cristy Galvin
Thomas Harrington
Michael Healy
Michele Jacobo
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Adam Savitz
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Linda Shafer
Julia Sinclair
Pamela Sklar
Renee Sperber
Matthew Stevens
James Tobin
Priscilla Torres
Halyna Vitagliano

MGH Teams

Italics indicate team leader

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Kathy Sanders
Peter Bertolozzi
Susan Brown
Keri Capobianco
Mary Jo Cappucilli
Donna Cullum
Robert Curry
Kara Davis

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Nancy Connery
Laurie Finigan
Mel Heike
Rachel Horwath
Cynthia Howlett-Willis
Barbara McLaughlin
Colleen Murphy
Judy Newell
Paul Nordberg
John Rimbach
Bernadette Tuttle
Rachel Verville
Carolann Williams

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Michael Bierer
R. Gino Chisari

Michelle Cullen
David Gastfriend
Mark Hulse
Allison Sherwat

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Eric Eddy
Rebecca Fishbein
Donna Furman
Anna Giarrusso
Stacey McGlame
Linda McKeown
Margaret Moran
Lisa Mortimer
Amy Orroth
Reena Patel
Dennis Ravi
Amee Seitz
Michael Sullivan
Carmen Vega-Barachowitz
Cara Ventresca

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Suzanne Culver
Jacqueline Dejean
Gaiel Thompson

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Lynn Sullivan
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Renee Taake
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Robert Doyle
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Paul Gartland
Domingas Gomes
Christine Gulliver
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Robert Carter
Renee Ebony
Alva Fairbairn
Bernie Graham
David Greer
Mary Guanci
Walter Koroshetz
Albert Lee
Caroline Lewis
Mary Lynch
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Mary O'Mara
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Jonathan Rosen
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Dena Dejoseph Gauthier
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Kathleen Keenan
Patricia Lowry
Catherine Nee
Maura Sullivan-Borah
Catherine Wetzel

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Kirk Tucker
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Hasan Bazari
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Paul Alfille
Ruth Bryan

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Eileen DeGraan
Leanne Espindle
Donna Jenkins
Beth Nagle
Donna Perry
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Suzelle Saint-Eloi

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Rita Gray
Stacy Lewis
Caryn Wilson

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Gail Monahan
Anita Carew
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Robert Goulet
Maureen Logue
Theresa MacDonald
Daniel Ryan
Linda Younie

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Beverley Cunningham
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Jennifer Griffin
Eileen Hughes
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Sally Millar
Brenda Morano
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Jill Pedro
Paul Shellito
Sandy Tavilla
Carmen Vega-Barachowitz

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Ellen English
June Guarente
Ann Morrill
Dave Peak

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Kent B. Lewandrowski
Ann M. Bitzer
Dan Corboy
Ellen English
Mara Feimanis
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June Guarente
Fatima Ibnoueddas
Elizabeth Lewandrowski
Donna Macmillan
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Joanne Curran
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Sandy Dodge
Laurie Finigan
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Edith Kenneally
Heidi Model
Jonathan Rimbach
Bernadette Ryan
Rosemary Sheehan
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Julia Sinclair
Kathleen Auerbach
John Brennan
David Brown
Alexandra Businger
Cole Dowaliby
Ellen English
Francene Harrington
Shannon Lunnin
Jean MacIntyre
Renee Taake

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Joyce Foley
Victoria Brady
Nicole Dorn
Traci Knoblauch

Front End Reception Team
Joan Braccio
Claire Farrell
Patricia Zelano
Shawnda Aimuanwosa
Anne O'Brien
Christine Villegas
Olive Whint
Vivine Wilson

Gynecological and Oral Surgery Nursing Team of the Same Day Surgical Unit
Janet Dauphinee Quigley
Cecile Hannon
Mary Barry
Wendy Esoldo
Ines Jackson-Williams
Mireille Joseph
Wanda Ponte

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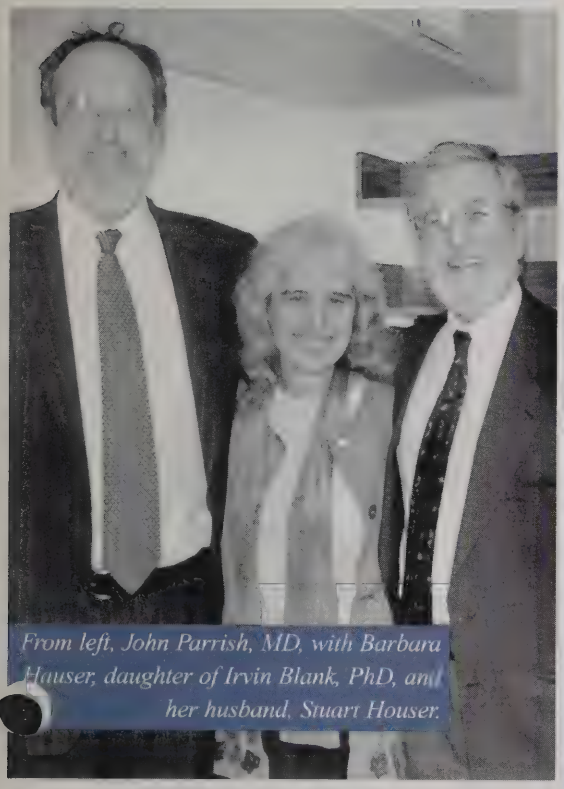

From left, John Parrish, MD, with Barbara Hauser, daughter of Irvin Blank, PhD, and her husband, Stuart Houser.

MGH Dermatology celebrates the life of Irvin Blank, PhD

The MGH Dermatology Department recently dedicated a conference room on Bartlett 3 to the memory of longtime MGH researcher Irvin H. Blank, PhD, who died in his home April 19 at the age of 98. In a research career that spanned more than 75 years, Blank made major contributions to the understanding of the physical and chemical properties of the skin and helped to explain how many medications and cosmetics affect the skin.

"This is not a day of mourning, but of celebration," said John Parrish, MD, chief of Dermatology and a longtime colleague of Blank's. "We are pleased to have a permanent part of this institution to remember him, and it is only appropriate that it be a room dedicated to teaching, learning and training."

Also to honor the accomplishments of Blank, the MGH Dermatology Service has established the Irvin H. Blank Foundation, which will provide research support at the MGH for a post-doctoral investigator in the field of dermatology. The Irvin H. Blank fellow will be selected by an advisory committee comprised of members of Dermatology and the MGH Cutaneous Biology Research Center. ●

Gratitude to MGH Surgical Day Care Unit

James J. Mongan, MD, president of the MGH, often receives thank you letters from grateful patients about the services the hospital provides. Below is such a letter about the MGH Surgical Day Care Unit.

Dear Dr. Mongan:

I am writing to express my gratitude to the entire team of the Surgical Day Care Unit at the MGH. On June 27, I had my right knee arthroscoped by Dinesh Patel, MD, whose reputation is legendary. His treatment of my right knee certainly is no exception to that legend!

In addition to my surgery, however, I especially want to bring to your attention the professional comprehensive team services delivered by the Surgical Day Care Unit. As a social work educator, I am extremely aware of the importance of support services, especially around such a stressful event as surgery. The team in the Surgical Day Care Unit was superb. It seemed to be a seamless arrangement of caring and informative individuals — from the wonderful MGH volunteer who gave me my stunningly attractive MGH "uniform," to the nurses who stayed with me prior to surgery, to the terrific recovery room nurse, to the delightfully light and sensitive team in the waiting-to-be-picked-up area (their sense of humor was truly balm for us post-surgery folk). In addition to the skilled surgical intervention by Dr. Patel, these other team members made the experience as pleasant as was possible, and this in the face of large volume.

I have a special place in my mind and heart for the MGH, having trained here in the early '60s as a second-year Simmons School of Social Work student (and had the privilege of working on teams headed by Drs. John Stoeckle and Roman DeSanctis). More important, every bit of my medical care has been delivered by the MGH for 40 years. As both a patient and a social work educator, I just wanted to express my continued appreciation and admiration for the "whole patient-whole team" approach to excellent patient care.

Sincerely,

Nancy W. Veeder, PhD
Associate Professor at the Graduate School of Social Work
Boston College

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MGH HOTLINE

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WHAT'S HAPPENING

MGH holiday party

The last of three holiday parties for MGHers will be held Dec. 19, 1 to 3 pm in the WACC Lobby. The holiday parties are hosted by James J. Mongan, MD, president of the MGH.

EAP holiday information

The Employee Assistance Program (EAP) will host an information table about how to manage holiday stress Dec. 14, 11 am to 2 pm in the Eat Street Café and Dec. 19, 11 am to 2 pm at CNY Building 149 in the Atrium Lobby. There will be suggestions about how to manage stress and set realistic goals during this season. For more information or to schedule an appointment with an EAP counselor, call 726-6976.

MGH Holiday Songfest

The MGH Chaplaincy Department will host the annual MGH Holiday Songfest Dec. 20, noon to 1 pm in the Main Corridor. Patients, families, staff and visitors are welcome to participate.

AMMP presentation

The Association of Multicultural Members of Partners (AMMP) is sponsoring a presentation entitled, "Disparities in Health Care," Dec. 14, 2 pm, O'Keeffe Auditorium. The guest speaker will be Charles J. McDonald, MD, immediate past president, American Cancer Society, chair of Dermatology and professor of Medical Science, Brown University School of Medicine, and dermatologist-in-chief, Rhode Island Hospital. There will be a reception immediately following the presentation.

Nursing career opportunity

The Department of Nursing is offering a continuing education and development opportunity for nurses interested in working in the operating rooms. Selected candidates will be sent to a two-semester Perioperative Nursing Certificate Program at Northeastern University beginning Jan. 8, and clinical training will be done in the operating rooms. Nurses with at least one year of experience interested in the program can contact Karen Jarosz at 724-3554, Julie Dupont Leigh at 724-5593 or visit Human Resources on White 14.

MGH General Store holiday sales for employees

The MGH General Store will host its annual holiday sales for MGH employees Dec. 9, 6:30 to 9 pm; Dec. 14, all day; and Dec. 15, 10 pm to midnight. All items are 20 percent off or 30 percent off with a preferred customer card during sales times.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Coping with the Holidays," facilitated by Michael McElhinny, MDiv, Dec. 12, noon to 1 pm. "Home for the Holidays: What Do I Need to Know about My Family's History of Cancer?" will be offered Dec. 14, 1 to 2 pm, facilitated by Kristin Niendorf, a genetic counselor. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

Program offered for clinical research education

All MGH and Partners employees involved in human-subject research are required to sign a statement of commitment to human subject protection and take a test to confirm their familiarity with regulations by Dec. 31. This is in response to a recent mandate by the National Institutes of Health, which requires institutions to educate researchers and staff properly about the protection of human subjects.

The Partners Human Research Committee and the MGH Clinical Research Program are co-sponsoring an overview session explaining the documents that comprise the core requirements for education, as well as the quiz and commitment letter. This session will be offered Dec. 12 and 14, 4 to 5pm, in the O'Keeffe Auditorium. Attendance at this session is voluntary. The core requirements, quiz and commitment letter are available at: *http://healthcare.partners.org/hrewb/*

MASSACHUSETTS GENERAL HOSPITAL

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December 15, 2000

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A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

A celebration of excellence

Applause echoed throughout the WACC Lobby at the fifth annual Partners in Excellence Awards ceremony held at the MGH Dec. 8. Employees, representing both individuals and MGH and Partners team members, received the honor for their outstanding contributions to Partners in fiscal year '00. The MGH recipients — 241 individuals and 57 teams — comprise a total of more than 3,000 award recipients throughout the Partners network. A committee selected the recipients from a record number of submitted nominations.

Samuel O. Thier, MD, president and CEO of Partners, congratulated the honorees, whose hard work has contributed to the success of the Partners system. "We celebrate you and say thank you for all you have done," he said.

Along with Thier, James J. Mongan, MD, president of the MGH, and Jeff Davis, senior vice president for Human Resources, expressed their gratitude to this year's MGH recipients. Deborah Washington, RN, director of Diversity for Patient Care Services and 1999 award recipient, was the event's keynote speaker.

Boston Evening Medical Center becomes MGH Back Bay

In May 1998, the MGH acquired Boston Evening Medical Center (BEMC). This past fall, BEMC was renamed MGH Back Bay. With the new name comes a new vision.

"We want to be thought of as MGH in the Back Bay," says Peggy Cuniff, executive director of MGH Back Bay. "While serving as a gateway to specialty care at the MGH, this facility also provides outstanding health care services that are convenient for people who live, work and go to school in the neighborhood. We offer a family-practice model of care in a quick and supportive atmosphere."

Adds Holly Atlas, MD, new medical director of MGH Back Bay, "We have a wonderful opportunity to build on the strong foundation of the Boston Evening Medical Center and to continue the tradition of dedicated physicians providing first-class health care."

Founded in 1927 by Morris Cohen, MD, the BEMC has a long and distinguished history of providing services to community workers and residents. Now as MGH Back Bay, the health center will continue the tradition of providing high-quality health care to the Back Bay area.

MGH Back Bay offers primary care, women's health and subspecialty services such as cardiology and dermatology. The physicians and medical specialists along with a nurse practitioner and a nutritionist work together to provide comprehensive care.

Located at 388 Commonwealth Ave. near Massachusetts Avenue, MGH Back Bay easily is reached by car and by public transportation. The Hynes Convention Center stop on the Green Line is the closest subway stop. The facility offers extended hours Tuesday and Thursday evenings until 8 pm. A physician provides on-call coverage 24 hours a day, seven days a week. For more information, call 267-7171.

Back row, from left, Edye Mercer, Brit Nicholson, MD, and Peggy Cuniff. Front row, from left, Holly Atlas, MD, Christine Bonanno, RN, Andrea Reilly, MD, and Carolyn Puccella.

Revere and Chelsea officials join MGH to launch health web site

Revere and Chelsea area residents have an easy way to obtain useful, accurate health information from the Internet without having to wade through thousands of pages of online information, thanks to a new program developed by MGH Community Health Associates and MGH Treadwell Library. The program, called ARCH (Access to Resources for Community Health) is an easy-to-use health information web site as well as a computer lab located at MGH Revere HealthCare Center.

The developers of ARCH researched thousands of health-related Internet sites and created links to a limited number of sites, which are highly respected, reliable, up-to-date, easy to understand and helpful to consumers as well as clinicians. Health information in some non-English languages also is provided on the site.

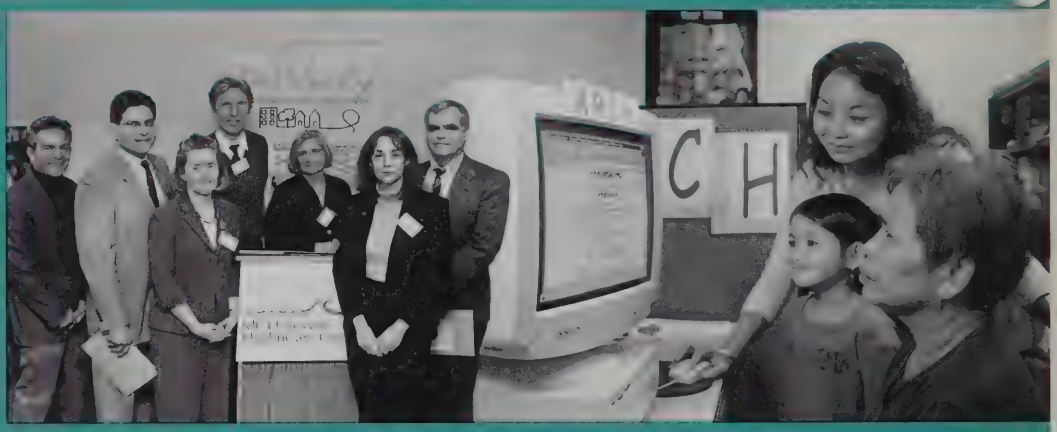
For in-depth medical information needed by health practitioners, ARCH provides links to clinical research sites such as the National Cancer Institute and the Centers for Disease Control as well as more than 4,000 health resources available at the MGH Treadwell Library.

The ARCH web site is accessible through home PCs or a computer lab at MGH Revere, which is open to the public. Staff from the health center are available to teach area residents how to use the ARCH web site and will offer training in the computer lab and in community settings such as libraries, community centers and nursing homes.

Revere Mayor Thomas Ambrosino, Chelsea City Manager Jay Ash and Luis Prado, director of Chelsea Health and Human Services, joined members of the community and caregivers and staff from MGH to help launch the site.

Led by MGH Community Health Associates, the ARCH project is a collaboration of the Massachusetts Prevention Centers, the Chelsea Department of Public Health and the MGH Treadwell Library. ARCH receives funding from the National Library of Medicine and the Network of Libraries of Medicine, New England.

For more information about the ARCH Project, call (781) 485-6477 or send e-mail to ARCH@partners.org. The web address is *www.mgh.harvard.edu/library/arch/arch.asp*



From left, Nick Catinazzo, of Revere Health Department; Revere Mayor Thomas Ambrosino; Elizabeth Schneider, director of MGH Treadwell Library; Roger Pasinski, MD, medical director of MGH Revere; Margie Henderson, director of Mass. Prevention Center; Anne Richmond, director of MGH Community Health Associates; and Luis Prado, director of Chelsea Health and Human Services. Right, MGH Revere employee Srey Em (standing) helps her grandmother, Muth Em, and her daughter, Nicole, log onto the ARCH website.

Parrish elected to Institute of Medicine

John Parrish, MD, chief of MGH Dermatology and director of the Center for Integration of Medicine and Innovative Technology (CIMIT), recently was elected to the Institute of Medicine (IOM) of the National Academy of Sciences. Parrish also is director of MGH Wellman Laboratory of Photomedicine and director of the Harvard-MGH Cutaneous Biology Research Center.

Parrish was among 60 new members of the IOM, which is a nonprofit organization that conducts studies of policy issues related to health and medicine and works with scientific and professional societies to inform the general public about these policy issues.

New members are selected for their significant contributions to the health care and related fields. With their election, members are committed to work on committees involved with a variety of studies on health policy issues.

Macaluso awards given to dedicated members of Patient Care Services

This year's recipients of the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Awards were honored in a well-attended, emotional ceremony Dec. 7 in the O'Keeffe Auditorium. A record number of Patient Care Services (PCS) employees were chosen to receive the award — seven in all. Recipients were Gae Burchill, OTR/L, of Occupational Therapy; Pamela DiMack, RN, of the Surgical Intensive Care Unit; Claire Farrell, RN, of the Pre-Admission Testing Area; Marie Elena Gioiella, LICSW, of Social Services; Irene Giorgetti, RN, of Psychiatry; Lisa Sohl, RN, of Ellison 14; and Susan Primm Thel, MSW, of Social Services.

The awards were created in 1996 to recognize PCS direct-care providers, whose practice is based on caring, innovation, knowledge, the spirit of inquiry, leadership and teamwork.

The first recipient of the award in 1996 was Stephanie M. Macaluso, RN, a thoracic clinical nurse specialist who died in 1998. In honor of the high standards she set as a caregiver, the award now is known as the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award.

"This award mirrors our delivery of patient care at this hospital; every year the bar gets higher," said Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "But we continue to thrive, continue to celebrate excellence and continue to grow expert clinical practice."

Awards were presented to recipients by the managers, supervisors or directors of their respective departments. Many who spoke at the ceremony had known or worked with Macaluso and took the opportunity to reflect on her memory and the strong inspiration she still provides. Recipients received a gift, a plaque and tuition and travel expenses to a professional development conference of their choosing.

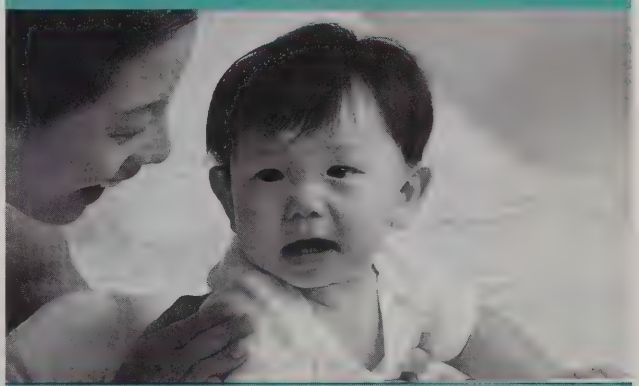
In closing, Ives Erickson said: "Stephanie would be very proud. When we established this award and presented it to her back in 1996, it seemed like the right thing to do." Looking at this year's recipients, she added, "It seems like an even better idea now."

The next Macaluso awards are slated for summer 2001.

From left, Farrell, DiMack, Giorgetti, Sohl, Burchill, Primm Thel, Gioiella and Ives Erickson

Support services for employees who breastfeed

What the MGH Employee Assistance Program (EAP) started eight years ago as an effort to support employees who were breastfeeding has blossomed into a comprehensive and collaborative service provided to Partners MGH and BWH employees. Partners EAP, in collaboration with departments throughout Partners, has increased the number of lactation rooms or "Mother's Corners" from two to five, in addition to providing educational and consultation services to employees.



In addition to a private, comfortable room for breastfeeding employees, the lactation services include an information packet about breast milk storage, returning to work after maternity leave, pump rental information and a list of resource contacts. A lending library also is available.

Four times a year education programs are offered to this group of employees through EAP. The programs are led by Germaine Lamberge, IBCLC, of MGH Labor and Delivery. Lamberge and Tansy Walker-Bois, IBCLC, of BWH Lactation Support Services, are available to employees to answer questions.

The Mother's Corner MGH site, located in the YAW Building, is supported by EAP staff and Kim Wedge from Partners Occupational Health. There are two locations in CNY, at Building 149 and One Constitution Center, supported by Rebecca Coburn, of MGH Police and Security. MGH Revere HealthCare Center has a Mother's Corner supported by Debra Jacobson, of MGH Administration.

For more information, call the EAP at 726-6976.

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MGH HOTLINE

WHAT'S HAPPENING

Winter 2001 schedule for computer training

Partners Information Systems has released the winter Computer Workshop training schedule for Microsoft Office applications. Classes are held at Corporate Training, Charles River Plaza, 185 Cambridge St. For more information, visit *http://is.partners.org/training.* Schedules and registration forms also are available by calling 1-866-227-1085.

MGH Chaplaincy holiday services

The MGH Chaplaincy will be hosting the following holiday services: "An Ecumenical Christmas Service of Lessons and Carols," Dec. 21, 12:15 pm, MGH Chapel, Ellison 1; regularly scheduled Roman Catholic masses Dec. 24, 25, 31 and Jan. 1, 4 pm, MGH Chapel; Episcopal service featuring seasonal music, prayer and holy communion, Dec. 25, 2pm, MGH Chapel; "The Muslim Feast of the Breaking of the Fast of Ramadan," Dec. 27, 7:30 am in the MGH Masjid on Founders 109.

MGH holiday party

The last of three holiday parties for MGHers will be held Dec. 19, 1 to 3 pm in the WACC Lobby. The holiday parties are hosted by James J. Mongan, MD, president of the MGH.

MGH Photography holiday open house

The MGH Photography Department, located in the Bulfinch basement, will host a holiday open house Dec. 19, 20 and 21, from 9 to 11 am. MGHers are welcome to discuss their photography needs with staff and enjoy holiday refreshments. A raffle for free developing will be offered as well as information about a 20 percent discount on custom framing for orders taken in January.

MGH holiday songfest

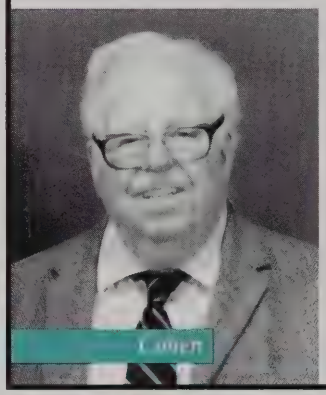
The MGH Chaplaincy Department will host the annual MGH holiday songfest Dec. 20, noon to 1 pm in the Main Corridor. Patients, families, staff and visitors are welcome to participate.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Got the flu? What to do," facilitated by Regina Holdstock, RPh, noon to 1 pm. "Men Living with Cancer: A Discussion," facilitated by Jeff Mello, MSW, will be held Dec. 20, noon to 1 pm. "Bone Marrow and Stem Cell Transplants: A Discussion," facilitated by Cathleen Poliquin, MSN, NP, will be held Dec. 21, 1 to 2 pm. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

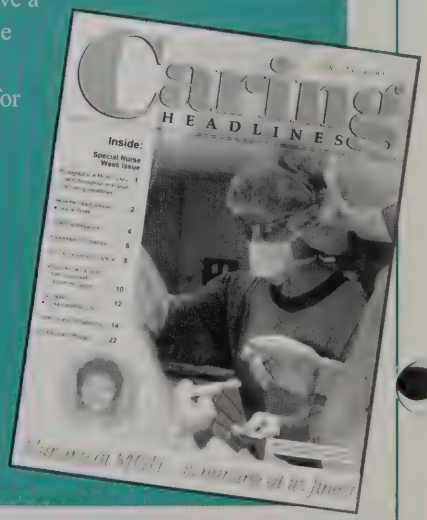
In memoriam: Mandel E. Cohen, MD, FRCP

Mandel E. Cohen, MD, FRCP, senior neurologist at the MGH, died Nov. 19 at the age of 93. Cohen was a member of the Neurology Department for 62 years. A memorial service will be held Dec. 17, 2 pm, at St. John's Chapel-Episcopal Divinity School, 99 Brattle St., Cambridge. Donations in his memory can be made to Boston Atheneum, 10 ½ Beacon St., Boston, MA, 02108.



Caring Headlines wins award

Sigma Theta Tau, the honor society for Nursing, has selected the MGH Patient Care Services publication, *Caring Headlines,* to receive a regional media award in the category of nursing print publication. The award is for the special issue published May 25 for Nurse Recognition Week and recognizes the work of *Caring's* editor, Susan Sabia, and it's editorial board. The award will be presented at an upcoming regional Sigma Theta Tau conference.



MASSACHUSETTS GENERAL HOSPITAL

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MGH Public Affairs Office
(617) 726-2206

December 22, 2000

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE M[illegible]TTS GENERAL HO[illegible]ITAL

'Tis the season to be jolly: MGHers celebrate the holidays

MGHers celebrated the holidays in style at the last of three hospitalwide holiday parties Dec. 19 in the WACC Lobby. Hosted by James J. Mongan, MD, president of the MGH, the party featured festive decorations, a three-piece band playing holiday favorites and many holiday snacks. Mongan hosted two other holiday celebrations — one Dec. 4 at CNY and one for the evening shift Dec. 7.

Employees' generosity brings smiles to children in need

It looked like any other children's holiday party held this time of year — cookies and punch were served, parents chatted with each other while the kids scurried to get in line to sit on Santa's lap. But for many of these kids who gathered for a party at MGH Charlestown HealthCare Center Dec. 13, the presents distributed by Santa would be the only gifts they would receive.

The children are part of the MGH Charlestown YouthCare program (formerly known as Camp Bunker Hill), which provides therapeutic summer camp and after-school programs for youth who have trouble functioning in traditional community programs. More than 85 percent of the kids come from families that fall at or below federal poverty levels.

Every year since 1975, children involved in the program have been the recipients of such holiday-time generosity, courtesy of MGH and Partners employees.

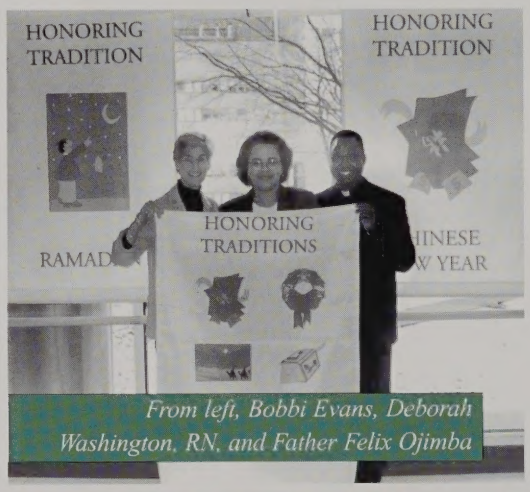
Sylvia Kristal, administrative director of the program, coordinates the holiday festivities by giving the names, ages, gender and gift ideas for the children to 60 Partners and MGH

(Continued on Page 3)

Holiday banners hung through the hospital with care

Starting from Dec. 1 to the end of January, various holidays and religious and cultural traditions take place. To recognize these events, a hospital committee created banners depicting these special occasions and have displayed them throughout the hospital.

The banners honor traditions such as Kwanzaa, Hanukkah, Ramadan, Christmas, Chinese New Year and Epiphany. The committee that developed the banners was a grassroots effort initiated by Beverly Lasovick of Human Resources and Rev. Mary Martha Thiel, director of the Chaplaincy, in response to employees' observations about the need for more variety in hospital decorations to reflect many cultures and religions during the holidays. The chair and co-chair of the Ladies Visiting Committee (LVC) joined the committee's efforts to expand the holiday decorations to include other traditions. The banners were funded by Patient Care Services, Materials Management and the Office of the MGH President.



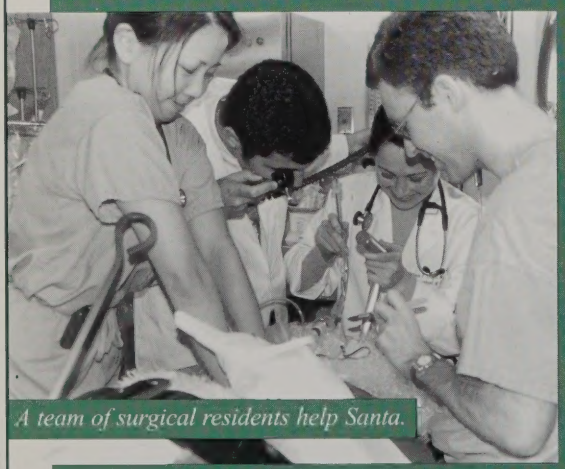
From left, Bobbi Evans, Deborah Washington, RN, and Father Felix Ojimba

"This project began with an interest in making the MGH even more welcoming to patients and employees, which generated a response from people who had nothing in common except their personal commitment to diversity," says Deborah Washington, RN, director of Diversity for Patient Care Services and a member of the committee that created the banners. "This is an excellent example of how diversity is in the hands of everyone here and is driven by all MGH employees."

Members of the committee include Beverly Lasovick, Rev. Mary Martha Thiel and Deborah Washington, along with Greg Doyle, director of Buildings and Grounds; Bill Banchiere, director of Environmental Services; Helen Doherty, director of Food and Nutrition Services; Pat Rowell, director of Volunteer Services; Bill Belton of Buildings and Grounds and the co-chairs of the LVC, Bobbi Evans and Phoebe Coues. ●

Here comes Santa Claus ... to the MGH for medical treatment

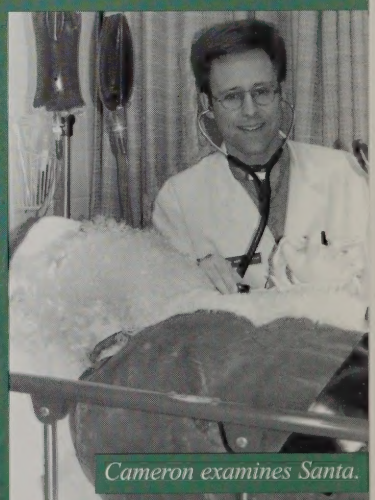
Even old St. Nick needs high-quality health care occasionally, and where else would the jolly old man go but to the MGH. This year, Santa suffered injuries after falling down a chimney and was medflighted by sleigh Dec. 19. He was rushed into the Emergency Department where he was quickly put on red and green IVs and was treated by a team of surgical residents. After a thorough evaluation, Santa was declared in serious but "jolly" condition by Andrew Cameron, MD, a resident for the Department of Surgery.


A team of surgical residents help Santa.

"Santa was brought to us all the way from Florida for his 45th yearly MGH admission," said Cameron in a statement to local media covering Santa's accident. "It seems he had fallen down a chimney and was impaled on a fire poker resulting in a severely dimpled chad. A complete recovery and discharge is expected by the evening of the 24th."

Flying through the sky to deliver toys is a hazardous job, and Santa has been involved in his share of trauma. Over the years, he has been treated at the MGH for exhaustion, frostbite, chronic pulmonary disease from chimney smoke, lower back pain from falling off a roof, eggnog intoxication, head injury from a sled accident, leg burns from a fire left going in a fireplace, sleep apnea and obesity, and a variety of other seasonal conditions.

Santa's tongue-in-cheek medical chart has been kept by surgical residents since 1955. Every year, the residents conjure up treatment scenarios for St. Nick and stage his admission to the hospital and use his case as a subject of a grand rounds session. The grand rounds session was held Dec. 21.


Cameron examines Santa.

But Santa always leaves the hospital on Christmas Eve, even against doctors' advice, to deliver toys to children all over the world.

— Employees' generosity

(Continued from Page 1)

employees who volunteer to buy gifts ranging from the necessities like clothing to toys and games.

"Now I get so many requests for kids' names that I actually run out of names to give," says Kristal. "I am humbled each year by the generosity and selflessness of MGH and Partners employees." Some of the departments involved include Neurophysiology, Emergency Services, Information Systems, Police and Security at CNY, Partners staff at the Prudential Center, the Massachusetts General Physicians Organization and the MGH Charlestown HealthCare Center.

Terri DePaoli, an assistant in MGH Neurophysiology, remembers when her parents gave presents to the program in its early days. Now she distributes the children's names not only to co-workers but also to former employees and her own friends and family. "It is heartwarming that so many people want to give unconditionally to these children," says DePaoli. "Getting just one gift from someone who cares is so special to them. And the real heroes are the little elves who make this happen."

Many employees from the MGH Charlestown HealthCare Center, where YouthCare is based, also contribute to the holiday program. Claire Conlan, assistant administrative director for the health center and a board member for YouthCare, recalls that last year the program received a grant to take some of the children to the White Mountains for a nature exploration trip, and none of the children had adequately warm clothing to wear. Health center employees bought winter coats, socks, gloves, hats, scarves and turtlenecks, so that the children — many of whom had never been outside the city — could enjoy the trip.

"Many of these children have a lot of issues — educational and social — and if it wasn't for YouthCare, they wouldn't have a place to go," says Conlan. "Even getting just a warm sweater is a special treat to them. And the staff here are very committed and generous to the program — not just during the holidays but all year round."

For more information about YouthCare, call 724-8241. ●

They came bearing gifts

Staff from the Ritz-Carlton made their annual visit to the Mass General Hospital for Children to deliver toys, games and stuffed animals to MGH patients such as Charles McCusker, age 7 *(below)*. Every year, the Ritz-Carlton asks guests at its annual luncheon to donate gifts to MGH patients.

Young patients have been receiving lots of holiday cheer from generous individuals and organizations such as the Starlight Foundation, the Bruins, Bostonian Hotel, AMR, the MGH Blood Donor Center and Angels Above.

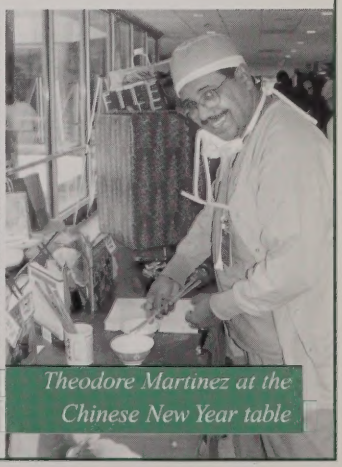
Holidays around the world celebrated

The MGH Patient Care Services' (PCS) Diversity Steering Committee hosted their annual "Holidays around the World" celebration Dec. 14 in the Main Corridor. The event featured live music, artwork and information tables about holidays such as the Chinese New Year, Christmas, Hanukkah, Kwanzaa, Ramadan, Winter Solstice and Diwali.

Also at the event, MGH employees delivered gifts to be donated to families served by the MGH HAVEN (Hospitals Helping Abuse and Violence End Now) program. ●

Ellen Forman, MSW, at the Hanukkah table

Members of the PCS Diversity Committee



Theodore Martinez at the Chinese New Year table

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MGH HOTLINE

WHAT'S HAPPENING

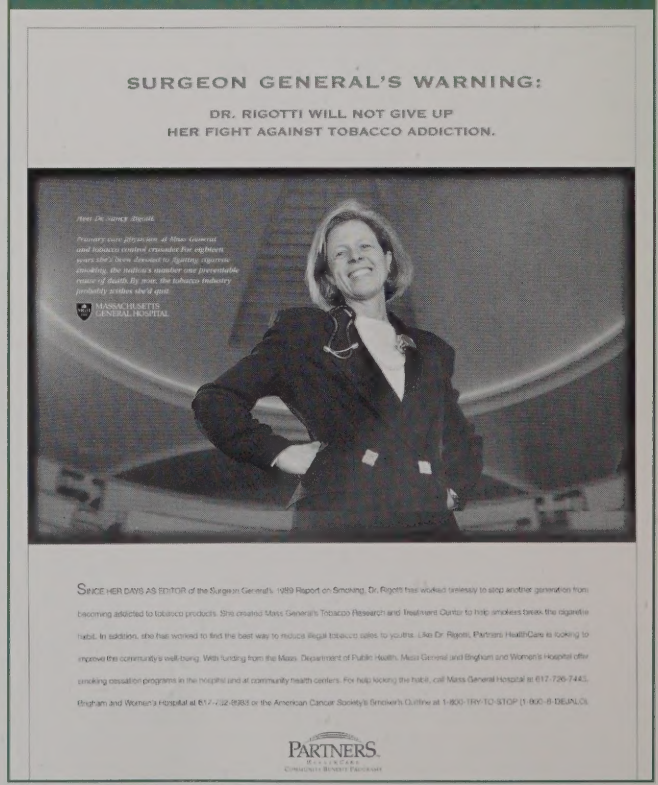
Wrapping up the holiday season with a smile

Joyce Ciffolillo *(below),* an MGH volunteer, wraps presents with a smile during the MGH General Store's annual holiday sale for employees. Every year, the hospital's gift shop hosts discounted shopping extravaganzas for the day-shift and night-shift employees.

The next issue of *Hotline* will be published Jan. 5. Happy Holidays!

MGH physician suggests New Year's resolution

Every year, Nancy Rigotti, MD, of MGH Women's Health Associates, hopes that everyone who has a smoking habit will make a New Year's resolution to quit. And to help smokers do just that, she created the MGH Tobacco Research and Treatment Center. Rigotti's public service message is being disseminated through advertisements *(below)* in the Boston Globe this week. The ad is part of a campaign to feature the commitment of Partners physicians to improving the health of the community. Other Partners physicians have been featured in newspaper ads and radio spots during November and December.



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